



“A STUDY ON MEASURING IMPACT OF TRAINING AND DEVELOPMENT PROGRAMS AT TECHMIHIRNAIK GROUP PVT. LTD”

Prof. Dr. Sunita Shah¹, Ms. Rutuja Khedkar²

Savitribai Phule Pune University

¹+91 9960750600, sunitashah2008@gmail.com

²+91 9975951385, khedkarrutuja272@gmail.com

Abstract:

Employees are the major assets of any organization. Every organization needs well trained employees to perform the activities effectively and efficiently. It is the continuous process of the organizations that helps to develop skills, knowledge, and abilities. Training and development leads to the better performance of employees. The success of the organizations depend on employee performance. In this globalization era, training is crucial for the competent and challenging business. It is the nerve that needs to help enhancing the quality of work life of employees and for the development of the organization.

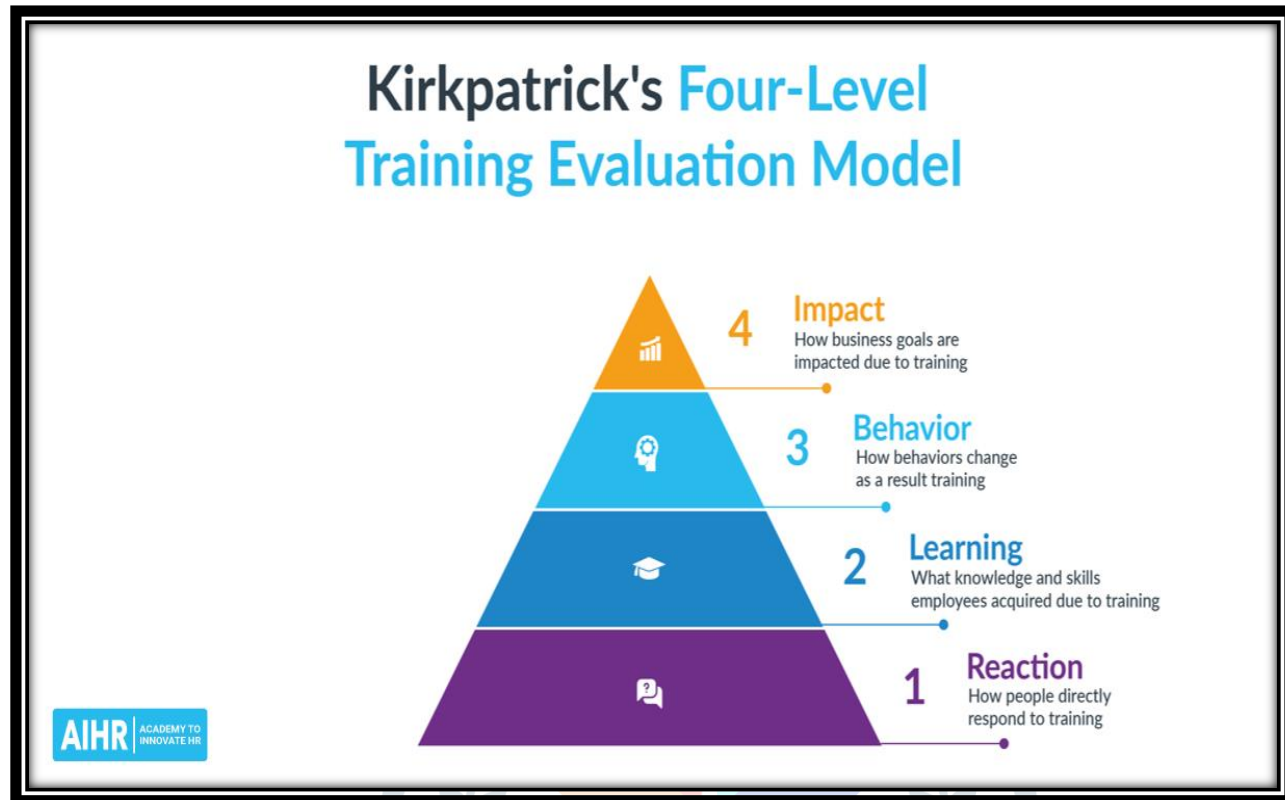
Training and development is the crucial factor of enlightening the employee performance in most organizations. The purpose of the study is to find out the impact of training and development on employee performance. The study found out that employees are aware of training; employees are motivated through training; and training and development results into higher performance. The study suggested that training and development of all staff should be dynamically followed and made obligatory and the employer should give compulsory training programs for all employees in order to improve performance. The study recommended that there is a need for continuous training and development taking into deliberation the opposition, market dynamics and customer satisfaction among others.

Key Words: Training and development, develop skills & knowledge, employee performance

Introduction:

Training is more present-day oriented that focus on individual's current jobs, specific skills and abilities to immediately perform their jobs while development enhances behaviors, attitudes and improves employee performance in an organization. It is the process of increasing the knowledge and skills of an employee, for doing a particular job. Training is of much significance in achieving the objectives of the organization by keeping in view the interest of employees and organization. Development is a long term education process utilizing a systematic and organized procedure by which managerial personnel learn conceptual and theoretical knowledge. Training and development proves to be a parameter for enhancing the ability of the workforce for achieving the organizational objectives. Training is seen as a useful means of coping with changes fostered by technological innovation; market competition, organizational structuring and most importantly it plays a key role to enhance employee performance. The existing organizations should deal with training necessitates linked up with altering and growing internationalization of industry, diverse national point of

view and a varied workforce. Training includes but not limited to software training, management training whereas development focuses primarily on the activities that improve employee skills for future endeavors. Firms are now facing new changes due to the rapid pace of technological and global development. Technological advancements have brought about the need of competencies and capabilities needed to perform a specific task. In order to manage these challenges, more enhanced and efficient training programs are needed by all corporations.



WHAT IS TRAINING?

Training can be described as “The acquisition of skills, concepts or attitudes that result in improved performance within the job environment”. Training analysis looks at each aspect of an operational domain so that the initial skills, concepts and attitudes of the human elements of a system can be effectively identified and appropriate training can be specified.

Training analysis as a process often covers:

- Review of current training
- Task analysis (of new or modified system)
- Identification of training gap
- Statement of training requirement
- Assessment of training options
- Cost benefit analysis of training options

Training Analysis is regularly utilized as a major aspect of the system development process. Because of the nearby tie between the plan of the system and the preparation required, as a rule it keeps running close by the development to catch the preparation necessities.

In simple terms, training refers to the giving of particular aptitudes, capacities and information to an employee. A formal meaning of training is-it is any endeavor to enhance present or future worker execution by expanding a representative’s capacity to perform through adapting, for the most part by changing the worker’s state of mind or expanding his or her abilities and learning.

The need for training is determined by the employee's performance deficiency, computed as follows:

Training need = Standard performance – Actual performance.

Concept of training according to various authors:

- Training is a process of transmitting and accepting information identified with critical thinking - Halloram
- Training is the worldwide demonstration of giving intends to figuring out how to occur - Proctor and Thornton

IMPORTANCE OF TRAINING:

Development of Human Resources – Training helps to provide an opportunity and broad structure for the advancement of HR's specialized and behavioral aptitudes in an association. It additionally helps the workers in achieving self-development.

Productivity – Training helps in increasing the productivity of the employees that helps the organization further to accomplish its long haul objective.

Team spirit – Training helps in teaching the feeling of cooperation between group. It helps in teaching the energy to learn in the workers.

Organization Culture – Training creates and enhance the hierarchical wellbeing society and adequacy. It helps in making the learning society in the association.

Organization Climate – Training helps constructing a positive observation and feeling about the association. The representatives get these sentiments from pioneers, subordinates, and associates.

Quality – Training helps in enhancing the nature of work and work-life.

Healthy workplace – Training helps in making a sound workspace. It manufactures great representative, relationship so that individual objectives adjust to authoritative objective.

Health and Safety – Training helps in enhancing the wellbeing and security of the association hence counteracting out of date quality.

Morale – Training helps in enhancing the confidence of the work compel.

Image – Training helps in making a superior corporate picture.



OBJECTIVES OF THE STUDY

The study investigated the impact of training and development on an employee performance. This research work looks at training and development as an HRM practice and its effect on employee performance in the organization. Definitely, the aim of the study is to find out:

- To Study The impact of training and development on organizational productivity.
- To Study The impact of training on employee satisfaction.
- To Study The need of employee training in organization.
- To identify and analyze whether the training's input, trainings techniques and methods are in line.
- To extract out the preferable mode and method of training programs.

RESEARCH METHODOLOGY

METHODOLOGY USED: Qualitative & Quantitative

RESEARCH DESIGN: Descriptive, Exploratory and Observational

PRIMARY DATA: Questionnaires

Surveys

Personal Observation

Online Interviews

SECONDARY DATA: Internet

Books

Company's Manual

SAMPLE SIZE: Questionnaires were distributed among the different employees in the organization. The data was gathered by using self-administered questionnaire and the participation was voluntary. Sample size was decided under following decisions :

O Sample Size No. : 50

O Population : 250

O Sampling Technique – Convenience sampling (Non- Probability)

O Sources of Data Collection-

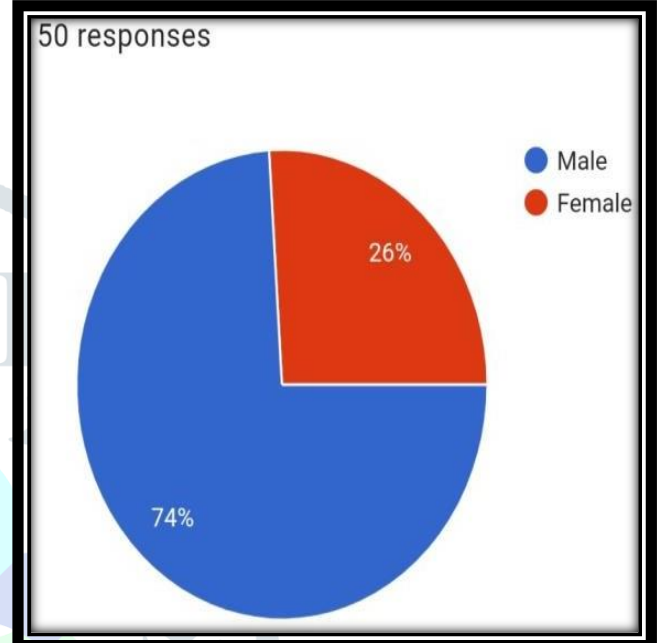
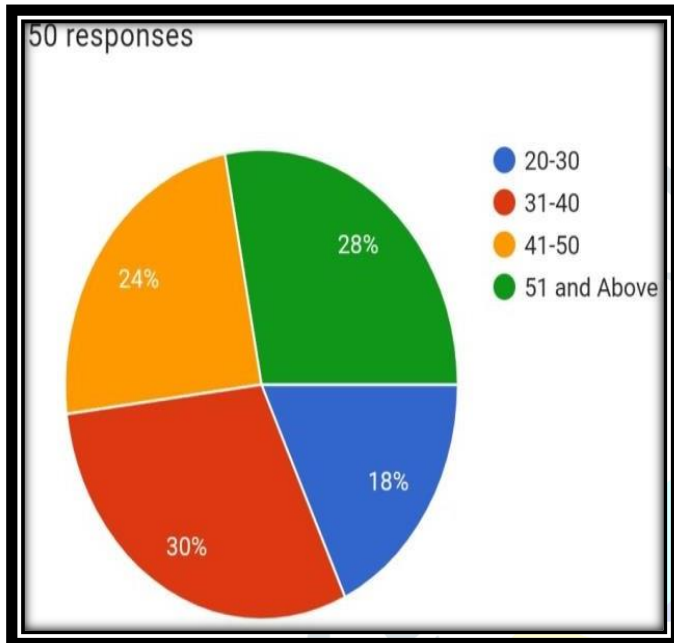
a) Primary Sources: Questioner

b) Secondary Source: Website, Magazine, Journals

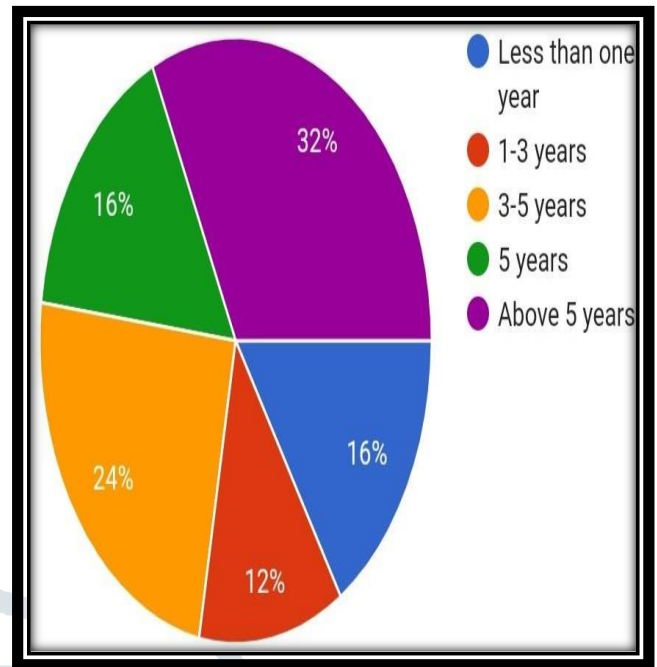
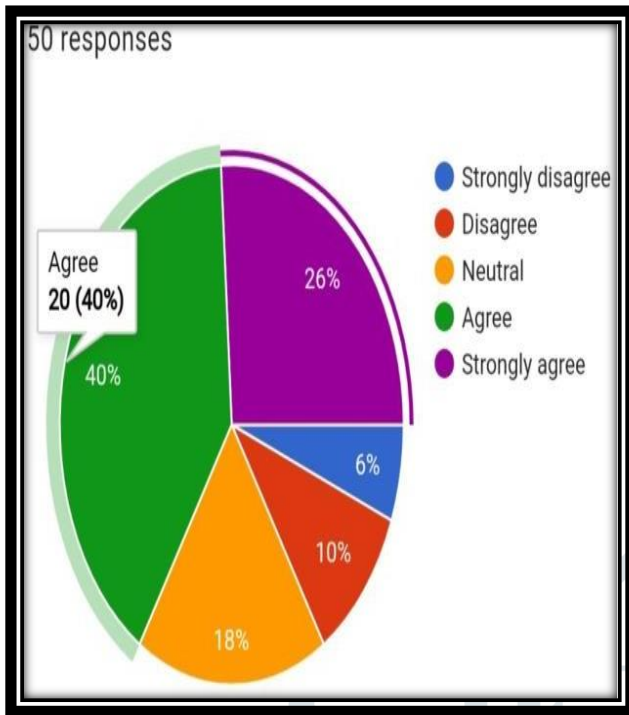
Statistical tools: MS-excel was used to prepare pie-charts and graphs and MS-word was used to prepare or write the whole project report.

DATA ANALYSIS AND INTERPRETATION

The main purpose of this study is to evaluate the impact of training and development on employee performance in the organization. Here data have been gathered on the sampled respondents on the impact of training and development on employee’s performance, motivation, job satisfaction of the organization. The findings of this research study and the subsequent evaluation carried out on the responses reflect the key areas of training and development and its challenges on employee performance, motivation, retention and morale.



Criteria	Frequency	Percentage
20 - 30	9	18%
31 - 40	15	30%
41 - 50	12	24%
51 – Above	14	28%



Criteria	Frequency	Percentage
Less than 1 years	8	16%
1- 3 years	6	12%
3 - 5 years	12	24%
5 years	8	16%
Above 5 years	16	32%

As per above pie graph 26% respondents strongly agree that training needs identified are realistic, useful and based on the business strategy of the organization, 40% respondents agree that training needs identified are realistic, useful and based on the business strategy of the organization, 18% respondents neutral with that, 10% respondents disagree with above statement, 6% respondents strongly disagree that training needs identified are realistic, useful and based on the business strategy of the organization..

32% sample of respondent have been working above 5 years for Company, 24% respondents are working 3-5 years, 16% working for 5 years or less than 1 years and 12% respondent have been working 1-3 years for this company.

As per shown in the above graph, 18% of respondent age was 20-30, 30% respondents age was 31-40, 24% respondents age was 41-50 and other 28% respondents age was 51 and above.

FINDINGS OF THE STUDY

1. Highest number of respondents believes that every company has a well-structured training program which is evaluated and revised regularly in order to gain the maximum benefit.
2. The employees should be involved in the designing of the training programs.
3. The skills needed are also analyzed before the commencement of any training program. Motivation can be provided to employees in the form of rewards.
4. Leadership skills are also developed through training programs.
5. The training programs should be conducted by the best faculty that the company can access.
6. The training programs should also contain experimental action-oriented techniques which includes games. The learning and retention process is faster when these kinds of programs are used.
7. The managers should be provided the opportunity to transfer the skills and knowledge obtained through the training.

RECOMMENDATIONS

The following recommendations emerge from our research findings:

1. Provide better training facilities for employees.
2. Provide updated technology and software packages.
3. Encourage time off for self-development.
4. Provide challenging work profile and clear career path.
5. Provide open work culture facilitating individual growth.
6. Create a dynamic organization open to changes.
7. Ensure transparency in all processes.
8. Provide an increase in responsibility and quality work.
9. Avoid indifferent attitude and interference in work.
10. Improve communication and communication channel.
11. Avoid politics, bureaucracy, favoritism that could de-motivate employees.
12. Provide facilities for outbound learning

Conclusion:

Short term training to the employees is very useful to the company. It will help the employees for upgradation of their knowledge levels & also for the career upgradation. Apprenticeship timing & the Induction timing is used as most popular method of imparting training to the company employees.

In most of the cases the training is given to the fresher only. Secondly training is given to the employees with due promotion. The study reveals that majority of the respondents on most of the factors detailed in the questionnaire have responded positively by ranking strongly agree and agree to many of the statements and variables. Hence, it is opined that the overall climate on training is very important factor in company. Adequate importance is given to both the aspects of the training i.e. functional and developmental. However, more training on multi-skilling, on the job, computer based training are essential on functional aspect, because of rapid change in technology and the work culture.

For the employees, a well delivered training can help in managing with the new situations, while for the organization this helps in getting the best of the employee in terms of work output through maintaining the employee morale and motivation. If management organize some recreation activity it'll help for team building in the employee

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