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RESEARCH ARTICLE

The Impact of Training and Development on Employees Performance and Productivity: a case study of Granules Omnichem Pvt. Ltd. Visakhapatnam

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ABSTRACT:

Organization and individual should develop and progress simultaneously for their survival and attainment of mutual goals. So every modern management has to develop the organization through human resources development. Employee training is the most important sub-system of human resources development. Training is a specialized function and is one of the fundamental operative functions for human resources management. The subject matter of this thesis work focuses on the impact of employees' training and development on organizational performance. It was inspired by the fact that some organizations do not seem to care about improving the capacity of their worker but instead frown at and punish any weaknesses portray by the workers. To tackle the research problem, the researcher had as major objective to find out: whether the company has training and development programs conducted for all employees; possible hurdles in the implementation of such programs and the practical effects training and development has on the performance at work. The researcher also emphasized on the various training methods designed and its implementation around the world during the training and development programs. The research also reveals that training and development is necessity in every company particularly for the unskilled or the less experience employees. Generally, employees' work contribution was greatly improved due to the training methods and tools used by the company. Thus, it led to a positive impact on employee' performance and an improvement in their skills and job efficiency.

KEYWORDS: Development, HR Management, Performance, Training, Education.

INTRODUCTION:

Every organization needs to have well trained and experienced people to perform the activities that have to be done. It is necessary to raise the skill levels and increase the versatility and adaptability of employees. In adequate job performance or a decline in productivity or change resulting of job redesigning or a technological breakthrough requires some type of training and development efforts.

As the jobs become more complex the importance of employee employment also increases. In a rapidly changing society, employees training and development are not only activity that is desirable but also activity that

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an organization must commit resources to if it is to maintain a variable and knowledge work force.

“**Training** is often interpreted as the activity when an expert and learner work together to effectively transfer information from the expert to the learner (to enhance learner knowledge, attitudes or skills) so the learner can better perform a current tasks of jobs”

“**Development** is often viewed as a broad, ongoing multi-faceted set of activities to bring someone or an organization up to another threshold of performance. This development often includes a wide variety of methods”

Training and development can be initiated for variety of reasons for an employees or group of employee’s e.g.:

- The status of improvement so far in a performance improvement effort
- As a part of an overall professional development program
- As a part of succession planning to help an employee be eligible for a planned change in role in the organization
- Train about specific topic
- Supervisors to conduct training among employees
- Increased employee motivation
- Reduced employee turn over
- Increase innovation in strategies and products

Employees have become central to success or failure of an organization they are the conception ideas. So it is high time the organization realize that “train and retrain is the mantra of new millennium”.

RESEARCH PROBLEM:

The researcher observed tension in organizations resulting from employees’ poor mastery of some responsibilities. Some of the weaknesses of such employees are often not well handled, resulting in sanctions, demotion, transfer, or dismissals that instead cause social tension at work. The researcher becomes interested in finding out just how seriously organizations consider training, and the effects it has on performance.

OBJECTIVE OF THE STUDY:

The main objective of this work is to know how training increases the performance of employees, and the productivity of an organization. Other objectives are to find out whether organizations have training and development programme, and if the programmes are conducted for all employees. Also, to examine the hurdles in the implementation of such programmes, and to find out the practical effects training and development has on performance. Lastly to identify the weak areas of employee required training to be given to overcome the problems.

NEED FOR THE STUDY:

Training is the most important technique of human resource development. As stated earlier, no organization can get a candidate who exactly matches with the job and the organizational requirements. Hence, training is the most important to develop the employee and make him suitable to the job

- Every organization should provide training to all employees irrespective of their qualification.
- Training is important, as it constitutes significant part of management.
- The employees must know in the organization their needs to learn training in order to achieve organizational goals.
- The department identifies and develops existing and potential human resources towards meeting organizational needs.
- Improves the job knowledge and skills at all levels of the organization
- Develops leadership skills motivation, loyalty, better attitudes and other aspects that successfully worker and manager usually display
- Improves the moral of work force
- Helps to create a better corporate
- Provides information for future needs in all area in the organization
- Helps to prepare guidelines for work.

FACTORS AFFECTING TRAINING:

There are various factors influencing training extending from environment, supervisors, lecturers, content of the training and how it is being done. These variables can be expounded and better understood by discussing them below:

INDIVIDUAL FACTORS:

At whatever point people are included in some sort of activity, or practice, they generally influence the environment or process they are experiencing. The same is the situation with employee training. As it is a process of transferring skills and technology from the expert to the new learner. The main parties are obviously workers themselves seeking training and the trainer or member of the staff delivering the training. Authorities organizing training and giving assets to it can be considered a third party, as they oversee the prearrangement and post quality evaluation of training (Birdi 2005).

Human Resource Policy:

This has been illustrated by Haywood and based on the designed policy by human resource for training programs. As indicated by him an excessive number of training programs affects the main aim of training, which is skill development, and conduct change (Haywood 1992).

ORGANIZATIONAL FACTORS:

Everything tends to be affected by its surrounding and environment, so too with training organizers. Bird claimed that the absence of managerial support could restrain the impact of creative training. In-conducive environment affects training effectiveness. (Birdi 2005.)

OTHER FACTOR:

To Fischer and Ronald open mindedness is additionally a factor in training effectively. It has been claimed that training will be as much effective as the learners and the instructors are open minded (Fischer 2011). Driskell stated that the kind of training conducted, training content and training expertise equally affect the results of training. Achievement depends on the way training has been conducted by the trainer and its content (Driskell 2011).

METHODOLOGY:

Research is commonly refers to a search for knowledge. We can also define research as a scientific search for pertinent information on specific topic.

Research methodology is away to systematically solve the research problem. The steps adopted by the researcher to solve research problem. The following are sequential

Steps followed for this methodology:

- Research design
- Data collection
- To any project research plan is designed for a systematic follow up of findings.
- The grade of employees to be sampled.
- The sample size.
- Analysis and interpretation of data.
- Conclusion and suggestions.

Data collection

Data is facts in the form of quantitative. Dewing with any problem it is often found that the data is inadequate and therefore it becomes necessary to collect the data that are appropriate.

Data Collection Method Used

Data is defined as all the facts and figures that are arranged in an orderly manner to make sense. Data from this research work was collected from two main sources; the primary and the secondary sources. Primary data is first hand data collected directly the field and have not been used by anyone. Such data can be obtained using questionnaire, observation and interview. Meanwhile, secondary data are those items that have been originally collected and worked by another research which the present researcher may need for her research work. It is second hand in nature and less reliable. This type of data

can be collected using newspapers, textbooks, journals, magazines and even the internet.

Reasons for Data Collection Method Used

1. The methods used, helped the researcher to effectively consider training needs of individual workers and how it affects organizational performance which constitute one of the reasons of using the methods.
2. It was a fast and easy way of collecting data and it is relatively cheap. Information was mostly from reliable sources.
3. To help the researcher in gathering data that could not be easily obtained if observation was made possible. The researcher had access to most of the workers in the various departments and with interview as a method of data collection; it enabled the researcher to speak face – to – face with her respondent. Thus, leading to accurate information because observation helps the researcher to see and perceive the behavior of the respondent.
4. Another reason is to serve as a source of reference for future scholars who wish to take on this topic for further research.

Sample and Sampling Techniques Used

A sample is several persons selected from a wider population for study purpose. While sampling technique means the methods or procedures employed by the researcher to choose the sample out of the whole population. Sampling techniques are also known as sampling designs. This piece of work was carried out at granules omnichem Pvt Ltd, with the various departments such as the account relation office, the cashier teller, the branch manager, the internal control, branch operator supervisor and the customer service. The sample size chosen by the researcher was 100 out of 150. The researcher used random sampling; that is, selecting the accessible population from the workers, from whom information can be obtained.

Hypothesis of the Training and Development in an Organizational Development

- It Improve productivity, effectiveness and efficiency of government service by development and better utilization of talents, abilities and potential of employees.
- It Helps employees develop their knowledge, skills and abilities so that they might become better qualified to perform the duties of their present jobs and advance to more responsible positions.
- Training and development provide for the development of managers and supervisors capable of organizing and developing effective management systems for the accomplishment of each State agency's goals and objectives.

- Alleviate labor market shortages and reduce personnel turnover.
- Prepared employees to deal more effectively with growing social, scientific and economic problems faced by government by making use of advances in professional and vocational knowledge and technology.

TRAINING EVALUATION:

Evaluation means the assessment of value or worth. It simply means the act of judging whether or not the activity has achieved the set target. In training field evaluation has been taken not only to assessment of value but also collection and analysis of data.

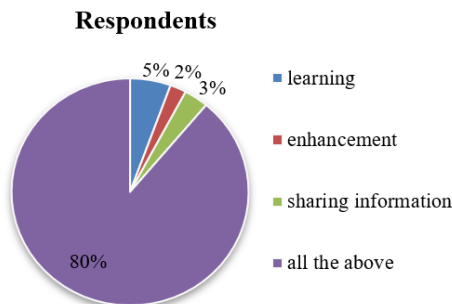
Evaluation of training is the last but very important stage of any training program. Training evaluation is very essential because of the following reasons:

The organization giving training to their employee can come to know what returns they are getting for efforts and expenditure it has committed to the training and it can find out from it whether the training efforts are in correct direction or not. The training evaluation can justify the expenditure incurred in giving training and help the organization to determine to what extent, objectives have been achieved, whether the results are far away from the target or are nearby the target.

Evaluation of training helps in assess the quality of training imparted and also suggests what changes in training plan should be made to make it more effective. Weakness within the established training program can be identified and accordingly training programs can be modified and improved properly. Less effective program can be withdrawn in order to save time, money and efforts.

Table 1: What do you understand by training?

OPTION	RESPONDENTS	PERCENTAGE
Learning	5	05%
Enhancement	2	02%
Sharing information	3	03%
All the above	80	80%
Total	100	100%



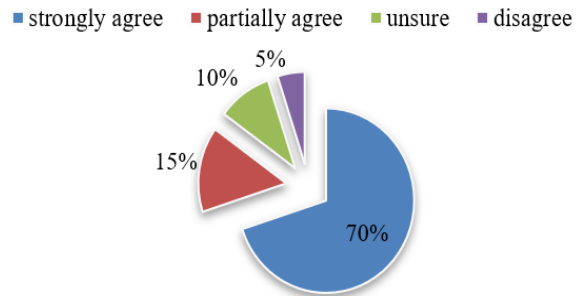
ANALYSIS AND INTERPRETATION:

From the above analysis indicates that opinion about result of training program monitored and evaluated, it is evident that 80% of respondents to learning, enhancement, sharing information. 2% of employee's respondent that training is enhancement.

Table 2: Training is must for enhancing productivity and performance?

OPTION	RESPONDENTS	PERCENTAGE
Strongly agree	70	70%
Partially Agree	15	15%
Unsure	10	10%
Disagree	05	05%
Total	100	100%

Respondents



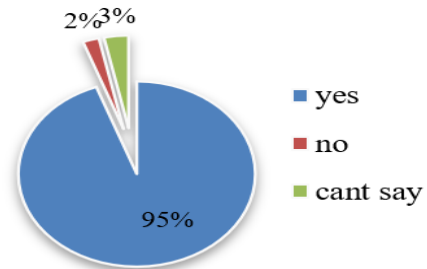
ANALYSIS AND INTERPRETATION:

From the above interpretation represents the respondent's opinion about enhancing productivity and performance. It is evident that 70% of respondents are strongly agree, 5% of respondents are disagree.

Table 3: Do you think that training program create some competitive environment at work place?

Option	Respondents	Percentage
Yes	95	95%
No	2	2%
Can't say	3	3%
Total	100	100%

Respondents



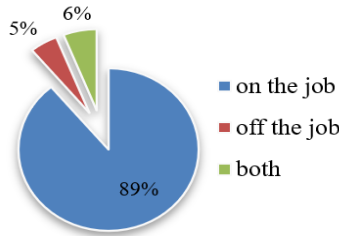
ANALYSIS AND INTERPRETATION:

From the above information 95% of the employees feels that the training program create some competitive environment at work place, and 3% feel cant say.

Table 4: From the following training methods under which training methods you have trained?

Options	Respondents	Percentage
On the job	89	89%
Off the job	5	5%
Both	6	6%
Total	100	100

Respondents



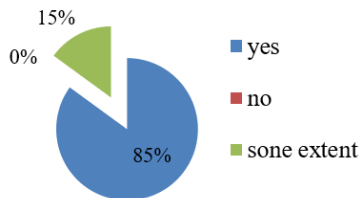
ANALYSIS AND INTERPRETATION:

From the above observation we noticed that 89 of them which corresponds to 89% believe that they have trained under on the job method and 5 of them which corresponds to 5% believe that they have trained under off the job method and the remaining 6 of them which respondents to 6% believe that they are trained under both the methods. Hence it can be inferred that majority of the employees strongly feel that they have trained under on the job method

Table 5: Do you feel the training received by you is useful in present job?

Options	Respondents	Percentage
Yes	85	85%
No	0	0%
Some extent	15	15%
Total	100	100

Respondents



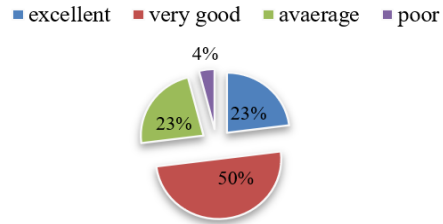
ANALYSIS AND INTERPRETATION:

From the above observation 85% of employees felt that the training received by them is useful in their job, 15 % felt that the training received by them to useful to some extent

Table 6: Are you satisfied with the effectiveness of training program?

Options	Respondents	Percentage
Excellent	23	23%
Very good	50	50%
Average	23	23%
Poor	4	4%
Total	100	100

Respondents



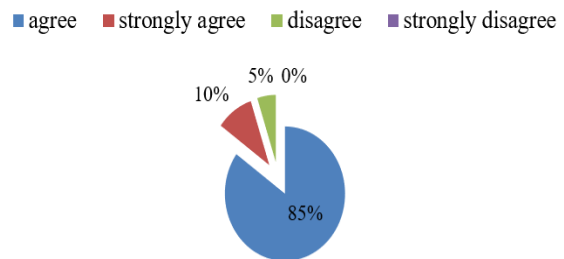
ANALYSIS AND INTERPRETATION:

From the above analysis about opinion about effectiveness of training programs it is evident that 50% of respondents are to very good, 4% of respondents are poor about the effectiveness of training program are satisfied in the organization. From the analysis it is clear that most of the employees satisfied with the effectiveness of training program.

Table 7: Do you think that the feedback can evaluate effectiveness of training program?

Opinion	Respondents	Percentage
Agree	85	85%
Strongly agree	10	10%
Disagree	5	5%
Strongly disagree	0	0
Total	100	100

Respondents

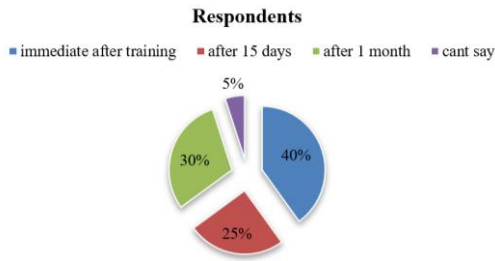


ANALYSIS AND INTERPRETATION:

From the above information about opinion on feedback can evaluate effectiveness of training program, it is evident that 85% of respondents are to strongly agree, 5% of respondents are disagree about the feedback can evaluate effectiveness of training program at work place in organization. From the analysis it is clear that most of the employees satisfied with the feedback can evaluate effectiveness of training program.

Table 8: What should be ideal time to evaluate training?

OPTION	RESPONDENTS	PERCENTAGE
Immediate after training	40	40%
After 15 days	25	25%
After 1 month	30	30%
Can't say	5	5%
Total	100	100%

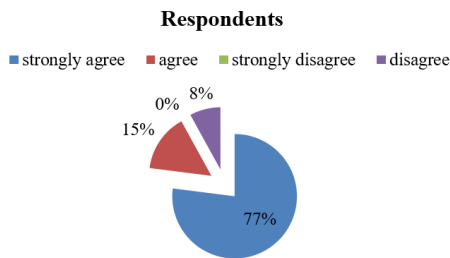


ANALYSIS AND INTERPRETATION:

From the above analysis about opinion about the ideal time to evaluate training, it is evident that 40% of respondents are agree to immediate after training, 5% of respondents are agree can't say

Table 9: Is the organization conducting training programmes frequently?

Opinion	Respondents	Percentage
Strongly agree	77	77%
Agree	15	15%
Strongly disagree	0	0
Disagree	8	8%
Total	100	100

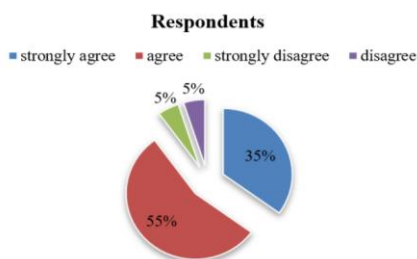


ANALYSIS AND INTERPRETATION:

From the above observation represents the respondent's opinion about conducting training programmes frequently. It is evident that 77% of respondents are strongly agree, and remaining 2% of respondents are disagree. Most of the employees are respondents for the training programmes are conducting frequently in the organization

Table 10: Does training method focus on developing of team work and leader ship skills?

Opinion	Respondents	Percentage
Strongly agree	35	35%
Agree	55	55%
Strongly disagree	5	5%
Disagree	5	5%
Total	100	100



INTREPRETATION:

From the above analysis represents opinion about the training methods focus on developing team work and leader ship skills.55% of respondents are agree that the training methods focus on developing teamwork and leader ship skills, and remaining 5% of respondents are responded for the disagree

FINDINGS:

1. 70% of employees are respondent that training is must for enhancing productivity and performance
2. 95% of employees are respondent that training program creates some competitive environment at work place.
3. 89% of employees are respondent that they have trained under on- the- job training method.
4. 85% of employees are respondent that the training received by you is useful in present job.
5. 85% of employees are respondent that the feedback can evaluate effectiveness of training program.
6. 55% of employees are respondent that training method focus on developing of team work and leadership skills.
7. The TandD program helps in the faster growth rate of employees in the organization by improving the productivity level and strengthening areas where an employee lags.
8. The motivation obtained from the TandD program impacts the productivity and thus the success of TandD program.
9. Organization provides training programs on the basis of employee performance.

SUGGESTIONS:

- Training productivity can be improvised through interactive sessions and Audio-Video visuals
- Innovations, technology and creativity in the TandD program can be made for better results and employee satisfaction.
- ROI for training and development program to be calculated, although there is always a training budget
- TandD program evaluation methods can be made more efficient with usage of latest methodologies
- Implement training institutions at near the organizations

CONCLUSION:

This study was a learning experience for me and I came to know the training and development program in Granules Omnichem Pvt. Ltd. was positive in response but still more training and development is needed in Granules Omnichem so that the employees are motivated time by time and they should know their strength and weakness so that they can work on it and improve their knowledge and skills for the betterment of their organization.

In the last but not least I conclude that all the training and development programs of company are highly effective and beneficial to the employees in their best contribution to their personal growth and development as well to meet the organizational objective.

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