



## THE EFFECT OF TRAINING ON EMPLOYEE PERFORMANCE

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### Abstract:

*Employee is a blood stream of any business. The accomplishment or disaster of the firm depends on its employee performance. Hence, top management realized the importance of investing in training and development for the sake of improving employee performance. This conceptual paper aimed at studying the effect of training on employee performance and investigates the importance of training, identify the significance of employee performance and to provide suggestion as to how firm can improve its employee performance through effective training programs. . Training has an important role to play and it is expected to inculcate positive changes in knowledge, skills and attitudes. Employees' training tries to improve skills so that employee is better equipped to do his present job. Training programmes are necessary in any organization for improving the quality of work of the employees at all levels particularly in a world of fast changing technology and environment. For the organization, training and development leads to improve profitability while cultivating more positive attitudes toward profit orientation. Training and development is defined as the planned learning experiences that teach employees how to perform current and future jobs. \_ This paper is based on Primary data which Consists of Questionnaire.*

**Index Terms:** Training, Employees Performance, Employees Productivity, Quality of Work & Positive Attitudes

### Introduction:

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.

The main object of every organization is to improve its performance, but it can never be possible without the efficient performance of employees. For the organization, training leads to improve profitability while cultivating more positive attitudes toward profit orientation. For the individuals, training development and improve job knowledge while also helping in identifying with the goals of the organization. Training and development is defined as the planned learning experiences that teach employees how to perform current and future jobs. \_At its core is the improvement in the performance of individuals participating in training activities.

Training has an important role to play and it is expected to inculcate positive changes in knowledge, skills and attitudes. Employees training tries to improve skills so that employee is better equipped to do his present job or to prepare him for a higher position with increased responsibilities. Organizations should provide opportunities for

continuous development of employees not only in their present jobs but also to develop the capabilities for other jobs also. Organization must grow along with the employees, because organization should adapt itself to the changing environment. Training programmes are necessary in any organization for improving the quality of work of the employees at all levels particularly in a world of fast changing technology and environment.

**Research Objectives:**

- ✓ To investigate meaning and importance of training.
- ✓ To identify the significance of employee performance.
- ✓ To explore the relationship between Training and employees performance.
- ✓ To develop guideline for assessing the employee performance
- ✓ To identify perceptions of the employees on how training and development proved to be beneficial to them.
- ✓ To identify employees' competency levels as enhanced by the training and development implemented.
- ✓ To examine how training and development contribute to the individual performance and productivity

**Scope of the Study:**

The paper presentation is undertaken to study the effect of training on employee performance in the Mangalore Pipe Industry which is located in Kambalapadavu, Bantwal Taluk – 574153. This study shows the effectiveness of employees in the Industry.

**Research Methodology:**

Both Primary and Secondary data have been collected to present this Paper Presentation.

**Primary Data:** Primary data is obtained by means of personal discussion with the concerned Workers and Manager of the industry and also questionnaires were prepared in a structural manner.

**Secondary Data :**

- ✓ From Website
- ✓ From Text Books

**Sample Size:** A sample of 22 respondents were selected to evaluate employee performance in the Mangalore Pipe Industry.

**Limitations:**

- ✓ The study has been conducted in a very short span of time, it is difficult to understand the employees and their work environment to a large extent.
- ✓ The information obtained from the employees and the answers to the questionnaire is assumed to be true.
- ✓ As this work should be taken up during the working hour of the college, sufficient time was not available to extend the study.

**Concept of the Paper:**

Effective training and development programs aimed at improving the employees' performance. Training refers to bridging the gap between the current performance and the standard desired performance. Training programs not only develops employees but also help an organization to make best use of their humane resources in favour of gaining competitive advantage. Therefore, it seems mandatory by the firm to plan for such a training programs for its employees to enhance their abilities and competencies that are needed at the workplace.

### **Types of Training Programs Which are Provided to the Employee:**

Different practices are followed in different industries and in different organizations too. So, the need of training and programs is depending up on the requirements of the job profile. Therefore there are various types of programs shared by different authors. The types of training and development programs are as follow

**On- the -Job Training:** Job Instructions, Apprenticeship & Coaching, Job Rotation, Committee Assignment, Internship Training, Training through step by step.

**Off -the- Job Training:** Programmed Instructions- Class Room Lectures & Simulation Exercises, Business Games, Case Study Method, Audio- visual Method, Experiential Exercises, Vestibule training, Computer Modelling, Behavioural Modelling, Role Playing, Conference/ Discussion Method, Workshop / Seminar.

### **Benefits of Training:**

**Economy in Operations:** Trained personnel will be able to make better and economical use of materials and equipment's. Wastage will be low. In addition, the rate of accidents and damage to machinery and equipment will be kept to the minimum by the well-trained employees. These will lead to less cost of production per unit.

**Greater Productivity:** A well trained employee usually shows greater productivity and higher quality of work-output than an untrained employee. Training increases the skills of the employees in the performance of a particular job. An increase in the skills usually helps to increase both quantity and quality of output.

**Less Supervisions:** If the employees are given proper training, the responsibility of supervision is lessened. Training does not eliminate the need for supervision, but it reduces the need for detailed and constant supervision.

**Systematic Imparting of Skills:** A systematic training programme helps to reduce the learning time to reach the acceptable level of performance. The employees need not learn by trial and error or by observing others and waste time if the formal training programme exists in the organization.

**Creation of Inventory of Skills:** When totally new skills are required by an organization, it has to face great difficulties in employment. Training can be used in spotting out promising men and in removing defects in the selection process. It is better to select and train employees from within the organization rather than seek the skilled employees from outside sources.

**Higher Morale:** The morale of employees is increase if they are given proper training. A good training programme will mould employees' attitude to achieve support for organisational activities and to obtain greater cooperation and loyalty. With the help of training, dissatisfaction, complaints, absenteeism and turnover can be reduced among the employees.

### **Employee Performance:**

Recognizing the role of training practices, enable the top executives to create better working environment that ultimately improves the motivational level as well as the performance of the workforce. A term typical to the Human Resource field, employee performance is everything about the performance of employees in a firm or a company or an organization.

$$\text{Performance} = (\text{ability}) \times (\text{motivation})$$

$$\text{Employee Performance} = \text{employee competency} \times \text{training and development}$$

### **The Relationship Between Training and Employees Performance:**

Most of the previous studies provides the evidence that there is a strong positive relationship between human resource management practices and organizational performance. According to Guest (1997) mentioned in his study that training and

development programs , as one of the vital human resource management practice, positively affects the quality of the workers knowledge, skills and capability and thus results in higher employee performance on job. This relation ultimately contributes to supreme organizational performance.

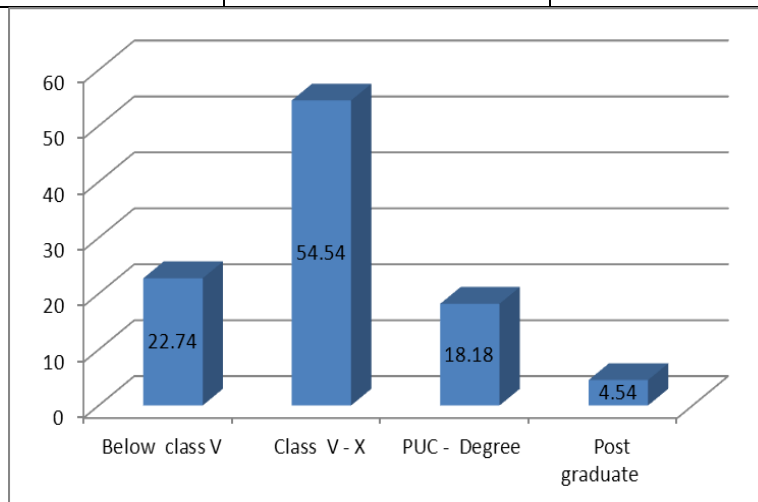
There might be various reasons for poor performance of the employees such as workers may not feel motivated anymore to use their competencies, or may be not confident enough on their capabilities, or they may be facing work- life conflict. All the above aspects must be considered by the firm while selecting most appropriate training intervention, that helps organization to solve all problems and enhance employee motivational level to participate and meet firm expectations by showing desired performance. As mentioned by Swart et al.(2005) this employee superior performance occur only because of good quality training program that leads to employee motivation and their needs fulfillment.

However, implementing training programs as a solution to covering performance issues such as filling the gap between the standard and the actual performance is an effective way of improving employee performance. Although the above literature provides the evidences regarding the benefits of training and its positive influence on employee performance. when employees are well trained organization can delegate responsibility and authority to them with full confidence of ensuring organizational success.

**Data Analysis and Interpretation:**

Table 1: Showing qualification of the respondents in the Mangalore Pipe Industry

Qualification	No of respondents	Percentage ( % )
Below class V	5	22.74
Class V - X	12	54.54
PUC - Degree	4	18.18
Post graduate	1	4.54
Total	22	100



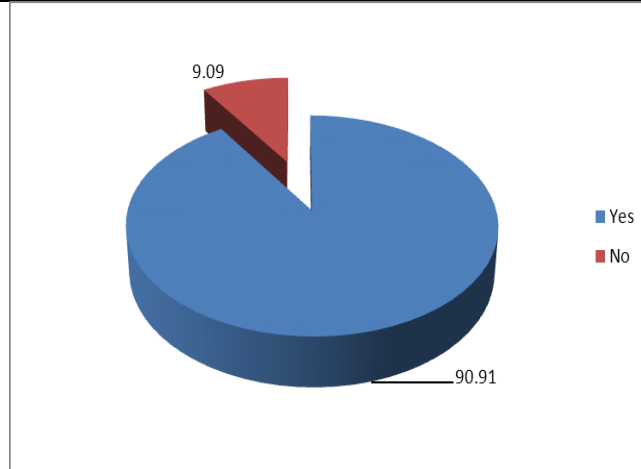
**Interpretation:**

The above chart shows that out of 22 respondents, 22.74% have studied below class V. 54.54% of the respondents was studied between class V-X. 18.18% respondents are educated between P.U.C-Degree. 4.54 percent are Post Graduate.

Table 2: Showing the training conducted to the respondent while joining the industry

Training	No of respondents	Percentage ( % )
Yes	20	90.91

No	2	9.09
Totals	22	100

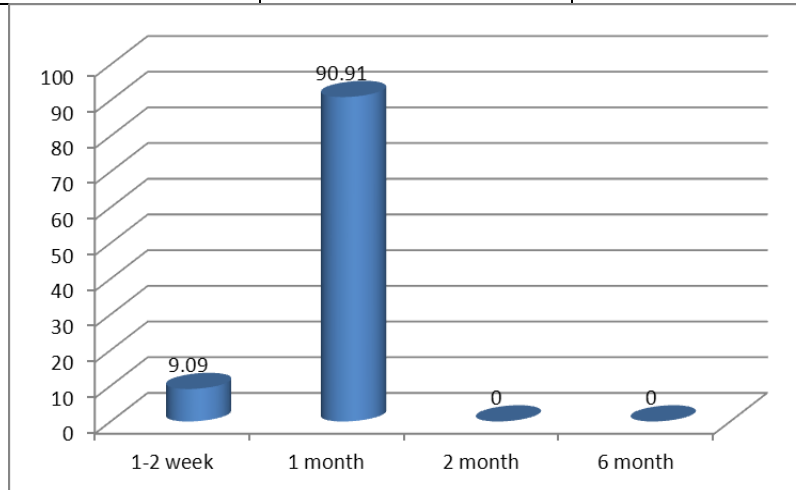


**Interpretation:**

The above chart shows that 90.91% of the respondents are received training and 9.09% are not received training while joining the industry.

Table 3: Showing the number of days industry conduct training programme

Number of days	No. of respondents	Percentage ( % )
1-2 week	2	9.09
1 month	20	90.91
2 month	0	0
6 month	0	0
Total	22	100

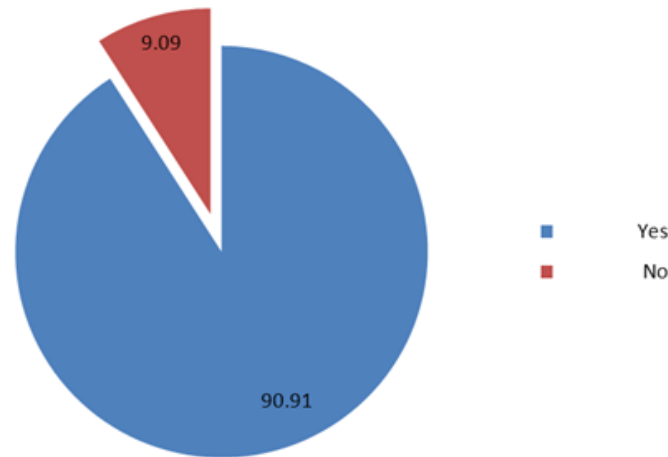


**Interpretation:**

The above chart shows that 90.91% of the respondents had received 1Month training, remaining 9.09 respondents had received 1-2 week training.

Table 4: Showing whether the training will bridge the gap between job requirements & present competence of an employee

Bridge the gap b/w job Requirements and Present Competences	No. of Respondents	Percentage ( % )
Yes	20	90.91
No	2	9.09
Total	22	100

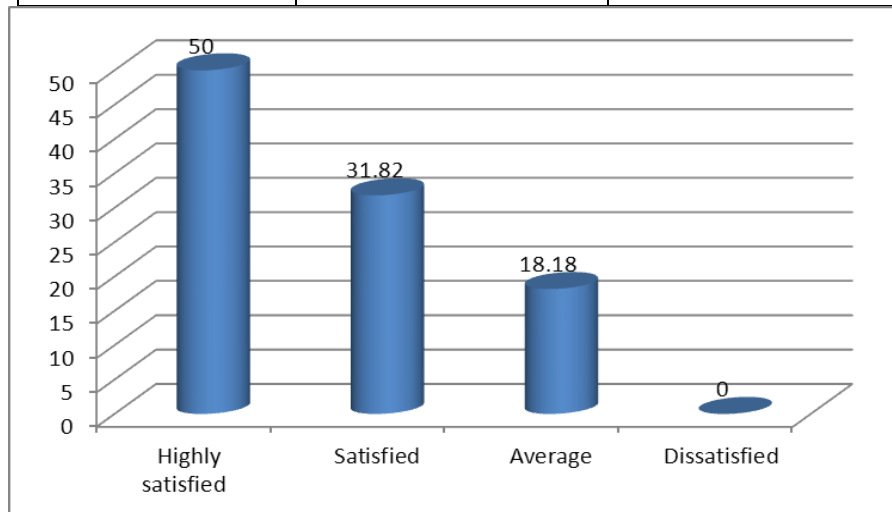


**Interpretation:**

The above chart shows 90.91% of the respondents are agreed that training will bridge the gap between job requirements & present competence of an employee, and 9.09% of the respondents are not agreed.

Table 5: Showing the satisfaction level of the respondents regarding the training programme.

Satisfaction	No. of respondents	Percentage ( % )
Highly satisfied	11	50
Satisfied	7	31.82
Average	4	18.18
Dissatisfied	0	0
Total	22	100

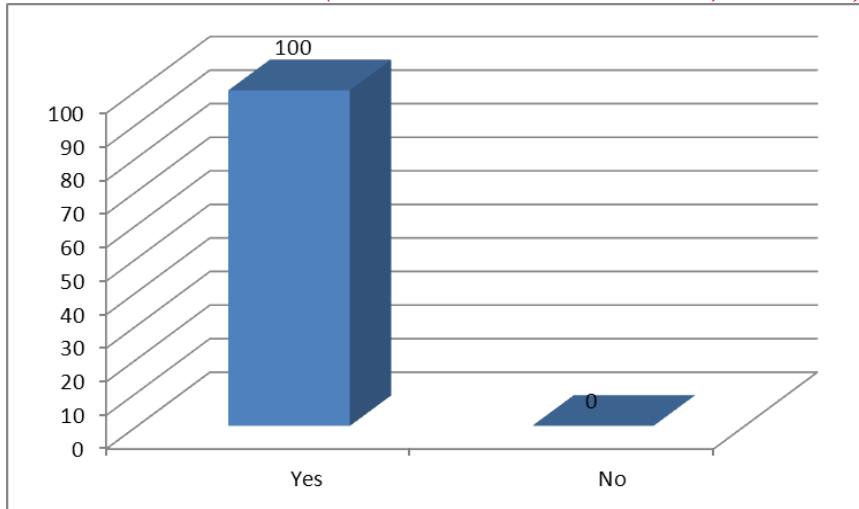


**Interpretation:**

The above chart shows that 50% of the respondents are highly satisfied with the training programme, 31.82% of the respondents are satisfied, 18.18% of the respondents are average satisfied with the training programme of the industry.

Table 6: Showing whether the training will reduces the rate of accidents or mistakes.

Reduce the rate of accidents	No. of respondents	Percentage ( % )
Yes	22	100
No	0	0
Total	22	100

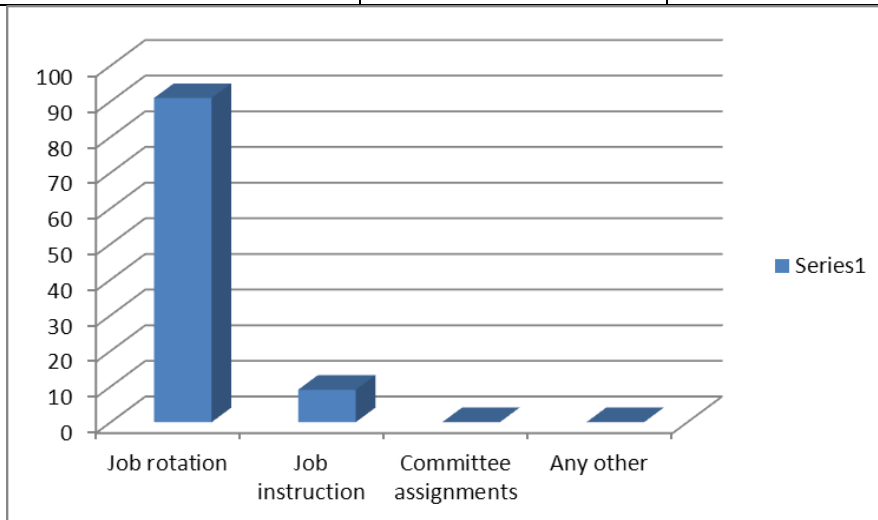


**Interpretation:**

The above chart shows that 100% of the respondents are agreed that training will reduces the rae of accidents or mistakes.

Table 7: Showing the methods of training given to the employees of the Mangalore Pipe Industry.

Method of training	No. of respondents	Percentage ( % )
Job rotation	20	90.91
Job instruction	2	9.09
Committee assignments	0	0
Any other	0	0
Total	22	100

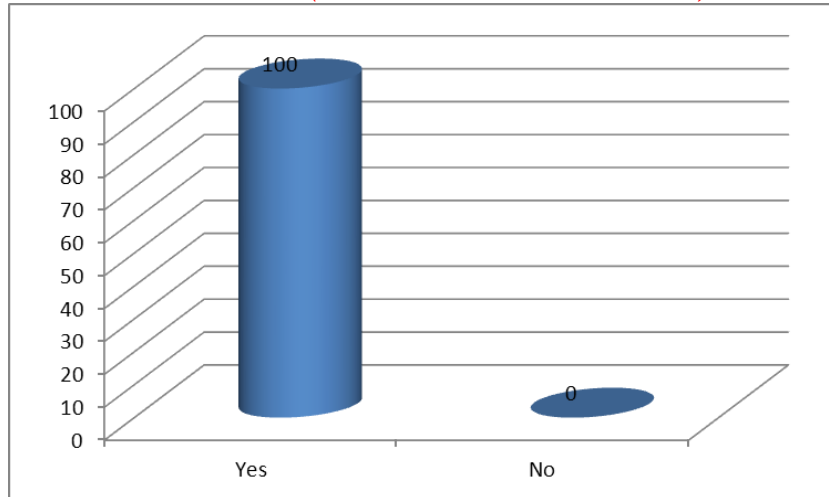


**Interpretation:**

The above chart shows that 90.91 percent of the respondents are received job rotation training method. And 9.09 percent of respondents are received job instruction training methods.

Table 8: showing the whether the training will increase the performance of employees

Increases the employee performance	No.of respondents	Percentage ( % )
Yes	22	100
No	0	0
Total	22	100

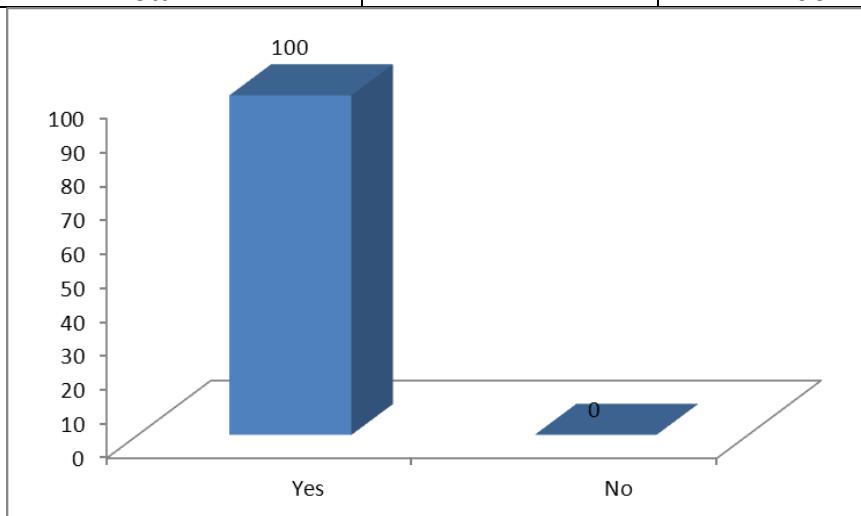


**Interpretation:**

The above chart shows that 100 percentage of the employees are agreed that the training will increase the performance of employees

Table 9: showing the whether training will make them capable of meeting any situation and challenges.

Capabal of metting situation & challenjes	No. of respondents	Percentage ( % )
Yes	22	100
No	0	0
Total	22	100



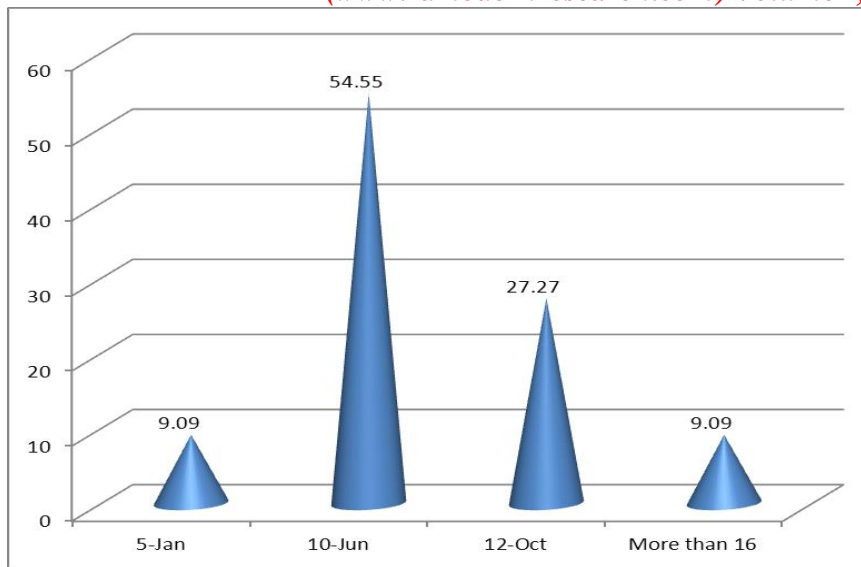
**Interpretation:**

The above chart shows that 100% of the employees are agreed that training will make them capable of meeting any situation and challenges.

Table 10: showing years of work experience of respondents in this industry.

Years	No. of respondents	Percentage ( % )
1-5	2	9.09
6-10	12	54.55
10-12	6	27.27
More than 16	2	9.09
Total	22	100





**Interpretation:**

The above chart shows that 9.09 percent of the respondents have worked for 1-5 years, 54.55 percent of the respondents have worked for 6-10 years, 27.27 percent of respondents have worked for 10-12 years, and 9.09 percent of the respondents have worked for more than 16 years.

**Findings:**

- ✓ Majority 54.54% of the respondents have the qualification of class V-X.
- ✓ 90.91% of the respondents are getted training while joining the industry.
- ✓ 90.91% of the respondents had received 1Month training.
- ✓ 90.91% of the respondents are agreed that training will bridge the gap between job requirements and present competence of an employee.
- ✓ 50% of the respondents are highly satisfied with the training programme given by the Industry.
- ✓ 100% of respondents are agreed that training will reduces the rate of accidents or mistakes.
- ✓ 90.91% respondents are received job rotation training method.
- ✓ 100% of the employees are agreed that the training will increase the performance of employees.
- ✓ 54.55% of the respondents have worked for 6-10 years in the Mangalore Pipe Industry.
- ✓ 100% of the employees are agreed that training will make them meet any challenges and situation.

**Suggestions:**

Afeter analyzing the reponse of the employees in the Mangalore Pipe Industry, certain suggestions can be given:

- ✓ The Industry should provide more oppotunities to the female workers.
- ✓ There is a need of upgrade the percent technology, to reduce the employees stress.
- ✓ The Industry should provide scientific training facilities to the fresher's.
- ✓ The industry should take certain steps to improve the performance of the employees.

**Conclusion:**

The main objective of every training session is to add value to the performance of the employees, hence all type of businesses design training and development programs

of their employees as a continuous activity. Purpose of training is what employees would attain after experiencing the training program. Some of the organizations plan and implement the training program for their employees without identifying the purpose and objectives and without knowing what the knowledge, skills and abilities employees would learn at the end of the training program and whether they will be able to attain performance targets on job. Therefore, firm must design the training program with clear goals and objectives while keeping in mind the particular needs of both individual and the firm.

This study in hand chiefly focuses on the role of training in enhancing the performance of the employees. Training plays vital role in the building of competencies of new as well as current employees to perform their job in an effective way. It also prepares employees to hold future position in an organization with full capabilities and helps to overcome the deficiencies in any job related area. Training is considered as that sort of investment by the firm that not only bring high return on investment but also supports to achieve competitive advantage

Training programs is the stimulant that workers require to improve their performance and capabilities, which consequently increase organizational productivity. Therefore, training should be designed on the basis of firm specific needs and objectives. Effective training is the thoughtful intervention designed at attaining the learning necessary for upgraded employee performance.

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