

A Study on Impact of Training & Development on the Performance of Employees with Special Reference to Vizag Steel Plant, Vishakapatnam

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Abstract Training assumes very critical importance for the growth and survival of any organisation. The design of training and development should be in such a way that development in the establishment is equally distributed. Its employees are equipped with new technologies through training in accordance with organisational goals. The present paper made an attempt to bring out the training and development practices and its impact on employees performance. The study focused on the perceptions of executives and non-executives in selected departments of Vizag Steel Plant (VSP) on training and development practices. A sample of 396 employees were chosen for the study. A well structured questionnaire was framed to know the opinions from the respondents in the form of primary data. Means & Standard Deviations, ANOVA, Chi-square test and Multiple Regression were used to analyse the data. Results showed that training and development programs followed in the organization have a significant impact on performance improvement of the employees and also organizational performance. The present study also found that demographic variables such as income levels and experience of the respondents had a significant impact on the satisfaction towards training and development programs in VSP.

Keywords — *Training and Development, Performance Improvement, Organizational Performance.*

I. INTRODUCTION

Training plays a vital role in the achievement of organizational goals by inducing the interests of organization into the workforce. Training in the modern days is considered as the significant factor in the world of business as the efficiency and the effectiveness of both employees and the organization is improved by training.

Employee performance is enhanced by training as it plays a key role in improving capabilities of employees. The employees with more job experience have better performance because there is an increase in both skills & competencies because of more on the job experience.

The organizational performance depends on the employee performance because human resource capital of organization plays an important role in the growth and organizational performance. In order to enhance the organizational performance and the employee performance, training is given to the employees of the organization. Thus, the purpose of the present work is to assess the influence of training and the design of training on the employee performance.

II. REVIEW OF LITERATURE

Saharan (2011) in his study found that most organizations are collecting feedback from employees on training programmes for training effectiveness to maximize its benefits. The study revealed that the perspective of employees differ with their different qualification and experiences towards objectives behind imparting training in organizations.

Ramachandran (2010) from his study on effectiveness of training programme of different employees working in a public sector organization revealed that employees differed in effectiveness of training programme on the basis of demographic characters. It is also concluded that experience and education of the employees of the organization is predominating and determining factor in training programme.

Iyer, Pardiwalla & Bathia (2009) explored the different methods of training evaluation. The need for training evaluation can be understood with emphasis on the Kirkpatrick's model. They concluded that there are different methods to evaluate training. Every organization has to evaluate return on investment to evaluate its training

programme in order to justify the investment made in training as well as to improve the training process

Nagar (2009) projected in his study that training budgets are growing at a considerable pace as organizations are using training to impart required skills to the new employees, transform organization culture and construct multiple skill sets for dynamically changing jobs.

Gopal (2008) in his study on the evaluation of effectiveness of executive training programmes in Electronics of India Ltd found that it is good for organization to give their employees job training so that their employees learnt in a practical way.

Hunt & Baruch (2003) studied about organizations which invest a great deal of time and effort in elaborate training programmes designed to improve the soft skills of managing. But assessing the effectiveness of such initiatives has been rare.

III. NEED FOR THE STUDY

Every organization regardless of its nature of operations, its size and time of establishment has to provide training to all employees at various levels based on their qualification, skill, suitability for the job etc. The need for training arises when there is a gap between matching of Employee specifications with that of Job Requirements. Need for training arises due to various factors such as Organizational Viability and the Transformation process, Technological Advances, Organizational Complexity, Human Relations, Change in the Job Assignment, Prevent obsolescence, Minimize the resistance to change. In the present context the study in VSP was done to bring out the effective training practices in it.

IV. OBJECTIVES OF THE STUDY

- To assess the impact of various factors relating to training and development such as Training needs, Training aspects, Facilitator and Job satisfaction on employees in VSP.
- To study the impact of demographic variables such as experience and income levels of employees on satisfaction towards training and development programs in VSP.
- To evaluate the effect of training on the performance of employees in the organization.

V. RESEARCH METHODOLOGY

Population: The population for the present study consists of all the employees i.e both executives and non-executives working in VSP.

Sample Size: The sample size selected for the present study consists of 396 employees working in different departments

in VSP.

Sampling Method: The sampling method used for present study is stratified random sampling method.

Data Collection: Data was collected by using both primary and secondary sources.

Primary data was collected by using a well structured questionnaire to assess the opinions of employees towards satisfaction on training and development programmes. The measurement scale is based on a broad review of prior studies conducted by several authors. The constructs of the instrument included: Training needs, Training aspects, Facilitator and Job satisfaction.

Secondary data was collected from company websites, Manuals, Journals and various E-sources.

VI. RESULTS AND DISCUSSIONS

1. Means and Standard Deviations were computed for different aspects of training.

	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>
Training needs	397	18.7859	6.43201
Training aspects	397	18.2720	5.04390
Facilitator	397	10.3249	3.63175
Job satisfaction	397	16.1285	5.60673

The highest Mean value was observed for the factor Training needs (18.78), followed by Training aspects (18.27), Facilitator (10.32), and Job Satisfaction (16.12). This shows that proper identification of training needs is very important for all employees and all the employees feel that training should be able to meet the training needs identified.

2. Chi-square test was conducted to study the association between income levels of employees and satisfaction towards training and development.

Following Null hypothesis was framed for the study:

Ho: There is no significant association between different income levels of employees and the satisfaction levels of employees towards training & development programmes.

Chi-Square Test

	<i>Value</i>	<i>Df</i>	<i>Asymp. Sig. (2-sided)</i>
Pearson Chi-Square	237.490 ^a	4	.000
N of Valid Cases	397		

From the above table it is observed that the chi-square value was found to be significant. Hence, it can be concluded that there is a significant association between employees belonging to different income levels and satisfaction towards training & development programmes. The null hypothesis is thus rejected.

3. ANOVA was conducted to study if any significant difference existed between experience of employees and satisfaction towards training and development programmes.

Following Null hypothesis was framed for the study:

Ho₂: There is no significant difference among the employees towards the opinion on training and development programmes based on their experience

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	15338.110	3	5112.703	1923.337	.000
Within Groups	1044.691	393	2.658		
Total	16382.801	396			

From the above table it is clear that the f-value is found to be significant, hence it can be concluded that there is a significant difference among the employees towards the opinion on training and development programmes based on their experience. The null hypothesis is thus rejected.

4. Simple Regression was done to study the impact of training and development on the performance of the employees.

Following Null hypothesis was framed for the study:

Ho₃: There is no significant impact of training and development programmes on the performance of employees.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.924 ^a	.854	.853	.34674

The R-Square value of 0.854 shows that there is a good correlation between the performance of the employee and training given to them.

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	277.027	1	277.027	2304.114	.000 ^b
Residual	47.491	395	.120		
Total	324.519	396			

a. Dependent Variable: performance of employee

b. Predictors: (Constant), satisfaction on t&d

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.299	.053		5.641	.000
1	.149	.003	.924	48.001	.000

Performance score = 0.299 + 0.149 (satisfaction on training programme)

All these results prove that the null hypothesis i.e Training and Development has significant impact on performance of employees individually and organizational performance as well. Findings of the study revealed that On the Job Training is the most effective method of training as it saves time and also cost. It was also found that Training Design and Delivery style of off the job training method has a significant effect on Organizational Performance.

Performance of an employee can be improved by many factors such as flexible working hours, training etc. It is important for an organization to design the training carefully. The design of the training depends upon needs of the employees. Organizations which develop a good training design as per the needs of employees and organization always derive positive results. It seems that training design plays a key role in improving the performance of employees and organisation. According to **Michael Armstrong, (2000)** Employees are very conscious about the delivery style. If someone is not delivering the training in an impressive manner and if participants are not capturing the attention of the audience, it affects adversely. It is important for a trainer to engage trainees during the training session

VII. CONCLUSION

Training and development is very crucial for an organisation to survive in this dynamic and challenging environment. Training & development and employee performance are interdependent on each other. Training and development activities are important in order to meet the future requirements. Training and development programmes cater the needs of employees individually and the organization as a whole. Hence, identifying the training gap and providing necessary on particular skills will boost the employee's performance which in turn results in the development of organisation.

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