A Study on Importance and Effectiveness of Employee Training and Development

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Abstract: **The study focuses on human resource development through employee training and development practices. This research sheds light on the relationship between employee training and development practices with employees' performance and job satisfaction. The purpose of training and management development programs is to improve employee capabilities and organizational capabilities. It also focuses on employees' expectation and involvement in such type of training program. The objective of the study is to analyze the implementation of training and development practices in the company and its impact on perception of employees which leads to performance improvement and job satisfaction. Training investment is returned in the form of more productive and effective employees. Training and development programs may be focused on individual performance or team performance. It is observed that the company following systematically and scientifically training and development practices create high job satisfaction level within employees. Information obtained could be useful for improvement of training and development practices in company. Factors that can affect the effectiveness of training and development practices in the company include, lack of support from top management and peers, employees' individual attitudes, job-related factors and also the deficiencies in training practice. The sample size of my research is 76 employees**

Keywords: **Employees, Programme, Training**

1. Introduction

Training is the process of imparting skill or job knowledge to a person. It takes an individual from where he is to where he should be. The term training is used where to indicate the only process by which the aptitudes, skills and abilities of employees to perform specific jobs are increased – Jucius

A. Types of training

There are many approaches to training but here focus on the type of training that is commonly employed in present –day organization.

i. Skills training
ii. Refresher training
iii. Cross-functional training
iv. Team training
v. Creativity training
  • Breaking away
  • Generate new ideas
  • Delaying judgment

i. Diversity training
ii. Literacy training

2. Methods of training

The various methods of training may be grouped under two categories.
  A. On- the job training
  B. Off -the job training

A. On-the job training

On-the job training refers to training given to an employee in the place where he is employed. Work and learn is philosophy of such training concept. The following are some of the important on -the job training methods.
  • Induction training
  • Apprenticeship training
  • Refresher training
  • Job rotation
  • Placement as assistants
  • Vestibule training

Most of the on-the job training methods are suitable for training clerical employees and factory workers.

B. Off-the job training

Off-the job training refers to training given to staff at a place away from the actual work place. The following are some of the important off-the job training method.
  • Lectures and conferences
  • Role playing
  • Case study
  • Management games
  • Brain storming

3. Need for training

The need for training may be explained as follows
To enable the new recruits to understand work:
  A person who is taking up his job for the first time must become familiar with it.
To enable existing employees to update skill and knowledge:
  Training is not something needed for the newly recruited staff alone. Even the existing employees of a concern may require training. Such training enables them to update their skill

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and knowledge.

To enables and employees who has been promoted to understand his responsibilities:

Training is essential for an employee who has just been promoted to a higher level job. With and elevation in his position in the organization, his responsibilities are also going to multiply. Training in the case of such an employee, help to understand the intricacies of his new job.

To enable an employee to become versatile:

Sometimes an employee may have to gain knowledge of several related jobs. It will not be enough if he is only good in the work he does presently.

To enable the employees to adopt to change in work methods:

Training is also needed if the work method in an organization is going to be changed completely. In such a case, all the employees of the concern will be required to undergo training to understand the newer method work.

4. Review of literature

This analysis deals with collection of some literature and works previously done in the same area and other related areas. By doing this the researcher can make a study to explore new dimensions in the same area and add to the body of knowledge.

Nanda (1967) conducted a study in ICF madras on the training programme. He selected 70 respondents through accidental sampling. The objectives of the study were to find whether the training programme in ICF should be developing to achieve the general objectives of the factory. The study revealed the fact there is no proper incentive to enable the trained to put forth their best efforts.

Chopra (1968) conducted a study on supervisory training in a textile mill in Bombay. The objectives of the study were to find out the impact of training on communication, job methods, administrative, organizational efficiency, Human relation employee morale, way to handling grievances, reduces accidents, waste and scrap and its impact on overall increase in production. He took a sample of 25 supervisors through ransom sampling. The findings proved that training had a definite impact on production, productivity, job methods and communication.

Sethuram (1974) studies the impact of short-term training programme for supervisor. All the 15 supervisors in an engineering unit Bangalore, who had attend supervisory training programme was interviewed. Most of them found that training programme was useful and developed a self confidence some of them expressed their discontent as the training programme neglected practical part and it was of short duration.

Hari Krishna patra (1979) conducted a study on training and development programme in Rourkella steel plant, Rourkella. The study aimed at assessing the effectiveness towards training programme. 50 respondents out of 165 who went under training programme have definite impact on the training and the trainees had positive attitude towards training programme.

Calladine (1981) conducted a study on the effectiveness of in

plant training for managerial personnel in a public sector at Bangalore. The study aimed at finding out the opinion of the participants on the training program. Out of the 154 middle managers who underwent training in the general management development programme between 1977 and 1980. 50 were selected through systematic random sampling. The finding of the study was that all participants were aware of the fact that the training programme aimed at making existing managers more effective. All participants felt that there is and for tailored courses to meet their specific needs. The managers felt that the programme duration was inadequate. The training increased their management skills.

5. Data analysis and interpretation

The below table shows that gender of the respondents

Particulars	No. of Respondents	Percentage of Respondents
Female	67	88 %
Male	9	12 %
Total	76	100 %

Interpretation:

From the above table it shows that gender of respondent. Hence 88% of respondent are female respondent. And 12% of respondent are male. Hence, Majority of the respondents are female 88%.

The below table shows that age of the respondents

Particulars	No. of Respondents	Percentage of Respondents
20-25	11	14 %
26-30	18	24 %
31-35	26	34 %
Above 36	21	28 %
Total	76	100 %

Interpretation:

From the above table it shows that age of the respondent. Hence 28% of respondents are under the age group of the Above 36 years; 34% of them are under the age group of 31-35 years; 24% are under the age group of 26-30; 14% are under the age group of 20-25. Hence, Majority of the respondents 34% are under the group.

The below table shows that marital status of the respondents

Particulars	No. of Respondents	Percentage of Respondents
Married	47	88 %
Unmarried	29	12 %
Total	76	100 %

Interpretation:

From the above table it shows that gender of respondent. Hence 62% of respondent are married respondent. And 38% of respondent are unmarried. Hence, Majority of the respondents are female 62%.

The below table shows that education of the respondents

Particulars	No. of Respondents	Percentage of Respondents
Below Hr. Sec.	0	0 %
Hr. Sec.	26	34 %
UG/PG	39	51 %
ITI or Others	11	15 %
Total	76	100 %

Interpretation:

From the above table it shows that Education of the

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respondent. Hence 34% of respondents are Hr. Sec. and 51% of respondents are UG/PG; 15% of them are under the ITI or Others. Hence, Majority of the respondents i.e. 51% have their education qualification as UG/PG.

The below table shows that experience of the employees

Particulars	No. of Respondents	Percentage of Respondents
0-2 years	23	30 %
3-5 years	44	58 %
6-8 years	6	8 %
Above 8 years	3	4 %
Total	76	100 %

Interpretation:

From the above table it shows that Education qualification of the respondent. Hence 4% of respondents have Above 8 years of experience; 8% of them have experience 6-8 years; 58% of them have 3-5 of experience and 23% have experience 0-2 years. Hence, the majority of the respondents i.e. 58% have 3-5 years of experience.

The below table shows that response on training is necessary for developing skills

Particulars	No. of Respondents	Percentage of Respondents
Strongly Agree	23	30 %
Agree	27	36 %
Disagree	23	30 %
Strongly Disagree	3	4 %
Total	76	100 %

Interpretation:

30% of respondents have stated that training is necessary for any employee for developing his skills; 36 % of the respondents are stated that agree; 30 % of the respondents are stated that disagree; 4% of the respondents are stated that strongly disagree.

The below table shows that response on training is compulsory for the employees

Particulars	No. of Respondents	Percentage of Respondents
Strongly Agree	48	63 %
Agree	24	32 %
Disagree	3	4 %
Strongly Disagree	1	1 %
Total	76	100 %

Interpretation:

63% of respondents have stated that training is compulsory of the employees; 32 % of the respondents are stated that agree; 4 % of the respondents are stated that strongly disagree; 1% of the respondents are stated that disagree.

The below table shows that response on carry out of training program

Particulars	No. of Respondents	Percentage of Respondents
Quarterly	31	41 %
Half yearly	23	30 %
Annually	22	29 %
Total	76	100 %

Interpretation:

41% of respondents have stated that training is conducted in quarterly; 30 % of the respondents are stated that half yearly; 29 % of the respondents are stated that annually.

The below table shows that most suitable training technique

Particulars	No. of Respondents	Percentage of Respondents
On the Job	27	36 %
Off the Job	20	26 %
Depends on Need	29	38 %
Total	76	100 %

Interpretation:

From the table, 36% of the respondents have stated that on the job method is suitable training; 26% of respondents have stated that off the job method is suitable for training, 38% of them said that Depends on needs.

The below table shows that response on training improve performance

Particulars	No. of Respondents	Percentage of Respondents
Strongly Agree	55	73 %
Agree	10	13 %
Disagree	7	9 %
Strongly Disagree	4	5 %
Total	76	100 %

Interpretation:

The above table analysis reveals that the respondents have rated training improves the performance is 73% of respondents have said strongly agree; 13% of the respondents said agree; 9 % of the respondents are said strongly disagree; 5% of the respondents said disagree.

The below table shows that response on training of sufficient duration

Particulars	No. of Respondents	Percentage of Respondents
Strongly Agree	15	20 %
Agree	13	17 %
Disagree	19	25 %
Strongly Disagree	29	38 %
Total	76	100 %

Interpretation:

The above table analysis reveals that training of sufficient duration. Hence 20% of respondents have said strongly agree; 17% of the respondents said agree; 25 % of the respondents said disagree; 38% of the respondents said strongly disagree.

The below table shows that response on training enhance organization effectiveness

Particulars	No. of Respondents	Percentage of Respondents
Strongly Agree	26	34 %
Agree	24	32 %
Disagree	17	22 %
Strongly Disagree	9	12 %
Total	76	100 %

Interpretation:

The above table analysis reveals that training enhances organization effectiveness. Hence 34% of respondents have said strongly agree; 32% of the respondents said agree; 22 % of the respondents said disagree; 12% of the respondents said strongly disagree.

The below table shows that response on satisfaction of training procedure

Particulars	No. of Respondents	Percentage of Respondents
Highly Satisfied	30	40 %
Satisfied	21	28 %
Dissatisfied	14	18 %
Highly Dissatisfied	11	14 %
Total	76	100 %

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Interpretation:

The above table analysis reveals that satisfied with the training procedure. Hence 40% of respondents have said highly satisfied; 28% of the respondents said satisfied; 18 % of the respondents said dissatisfied; 14% of the respondents said highly dissatisfied.

The below table shows that response on training process

Particulars	No. of Respondents	Percentage of Respondents
Less than 10 days	31	41 %
10 days to 15 days	29	38 %
More than 15 days	16	21 %
Total	76	100 %

Interpretation:

The above table analysis reveals that duration of training process. Hence 41% of respondents have said Less than 10 days; 38% of the respondents said 10 days to 15 days; 21 % of the respondents said More than 15 days.

The below table shows that response on type of training is given in your organization

Particulars	No. of Respondents	Percentage of Respondents
On the job	31	41 %
Off the job	20	26 %
Both	25	33 %
Total	76	100 %

Interpretation:

The above table analysis reveals that type of training is given in your organization. Hence 41% of respondents have said on the job; 26% of the respondents said off the job; 33 % of the respondents said both.

The below table shows that opinion about usefulness of training materials

Particulars	No. of Respondents	Percentage of Respondents
Highly Satisfied	19	25 %
Satisfied	31	41 %
Dissatisfied	14	18 %
Highly Dissatisfied	12	16 %
Total	76	100 %

Interpretation:

The above table analysis reveals that opinion about usefulness of training materials. Hence 25% of respondents have said highly satisfied; 41% of the respondents said satisfied; 18 % of the respondents said dissatisfied; 16% of the respondents said highly dissatisfied.

The below table shows that response on complaints about the training session

Particulars	No. of Respondents	Percentage of Respondents
Takes too much time of employees	49	64 %
Training sessions are unplanned	15	20 %
Boring and not useful	12	16 %
Total	76	100 %

Interpretation:

64% of respondents have said takes too much time of employees; 20% of the respondents said training sessions are unplanned; 16 % of the respondents said boring and not useful.

The below table shows that response on career growth based on training programme

Particulars	No. of Respondents	Percentage of Respondents
Strongly Agree	37	49 %
Agree	32	42 %
Disagree	4	5 %
Strongly Disagree	3	4 %
Total	76	100 %

Interpretation:

The above table analysis reveals that career growth based on training programme. Hence 49% of respondents have said strongly agree; 42% of the respondents said agree; 5 % of the respondents said disagree; 4% of the respondents said strongly disagree.

The below table shows that response on instructor responses to trainee's doubts

Particulars	No. of Respondents	Percentage of Respondents
Strongly Agree	28	37 %
Agree	24	31 %
Disagree	15	20 %
Strongly Disagree	9	12 %
Total	76	100 %

Interpretation:

The above table analysis reveals that instructor responses to trainees doubts. Hence 37% of respondents have said strongly agree; 31% of the respondents said agree; 20 % of the respondents said disagree; 12% of the respondents said strongly disagree.

The below table shows that response on organization assess the impact of training

Particulars	No. of Respondents	Percentage of Respondents
Performance	44	58 %
Feedback	32	42 %
Total	76	100 %

Interpretation:

58% of the respondents have said that Organization assess the impact of training through Performance; 42% of the respondents said Feedback.

The below table shows that response on satisfaction of present training method

Particulars	No. of Respondents	Percentage of Respondents
Strongly Agree	23	30 %
Agree	21	28 %
Disagree	23	30 %
Strongly Disagree	9	12 %
Total	76	100 %

Interpretation:

The above table analysis reveals that satisfaction present training method. Hence 30% of respondents have said strongly agree; 28% of the respondents said agree; 30 % of the respondents said disagree; 12% of the respondents said disagree.

The below table shows that response on training relevant to the needs of the organization

Particulars	No. of Respondents	Percentage of Respondents
Strongly Agree	31	41 %
Agree	18	24 %
Disagree	16	21 %
Strongly Disagree	11	14 %
Total	76	100 %

Interpretation:

The above table analysis reveals that training is relevant to

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the needs of the organization. Hence 41% of respondents have said strongly agree; 24% of the respondents said agree; 21 % of the respondents said disagree; 14% of the respondents said disagree.

6. Findings

The major findings that have been achieved by the research are as follows:

- The gender analysis shows that 67% of the respondents are female in the organization.
- The age group analysis show that 34% of the respondents in ranging above 36 years.
- The marital analysis shows that 88% of the respondents married in the organization.
- The basis of educational qualification shows that 51% of the respondents have UG levels in the organization.
- The analysis on the work experience shows that 58% of the respondents are 3 to 5year experience in the organization.
- 36 % of the respondents are said that training is necessary for any employee for developing his skills.
- 63% of respondents have stated that training is compulsory of the employees.
- 41% of respondents have stated that training is conducted in quarterly;
- 38% of the respondent said that Depends on needs.
- 73% of the respondents have said that training improves the performance.
- 38% of the respondents have said that training duration is sufficient.
- 34% of the respondents have said that training enhance organization effectiveness.
- 40% of respondents have said that satisfied with the training procedure.
- 41% of respondents have said that duration of the training process Less than 10 days.
- 33 % of the respondents said that the organization providing both type of training i.e., off the job and on the job.
- 41% of the respondents said satisfied that the training materials are useful.
- 64% of the respondents have said that training takes too much time of employees.
- 49% of the respondents have said strongly agree that career growth based on training programme.
- 37% of respondents have said strongly agree that the instructor responses to trainees doubts.
- 58% of the respondents have said that Organization assess the impact of training through Performance.
- 30% of respondents have said strongly agree about satisfaction on present training method.
- 41% of respondents have said strongly agree that training is relevant to the needs of the organization.

7. Suggestions

The various suggestions that the research has provided are as followings:

- The organization should identify the needs of the employees and the areas have to be enhanced, based on the training.
- The supervisor should know the changes that take place in the organization,
- Overall HR policies in regard to the training and development should be improved further sales for increasing organizational effectiveness.
- The company should adopt the new way and schemes for the training and development programs for the employees.
- Learning should be facilitated in the organization so as to enhance the employee's knowledge and skills
- The company should give enough time for training duration without disturbing their work.
- The company should give proper materials to the trainees.

8. Conclusion

The effectiveness of training programmes for employees are satisfied regarding their training methodology, programs are given in the area of 'Training Effectiveness', 'Practical Applicability' and 'Training Aids and methods' are very useful to the workers. But some of them are dissatisfied with the trainer, materials and also time to allocate to complete the training programme and some employees also said that the training program also not useful and boring.

To conclude that the training program conducted was found to be good and the same may be said that if enhance its training program based on the above findings and suggestions it would help the employees to build their personality better to face the challenging business environments. The company also has to take necessary steps to satisfy all employees

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