

Impact of Learning and Development in Employee Performance and Employee Retention at Club Mahindra

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Abstract: Learning and development is a subject under human resource which aims on improving employee skills set and knowledge. It can also be associated with training and development. Training process induced by the organization helps employees to apply their skills and knowledge in their work role. It is a field concerning increasing employee performance. Employee performance involves factors such as quality, quantity and effectiveness of work as well as the behavior of employees in the workplace. Learning and development provides employees with opportunities to further their learning and professional development. Suitable training process is used for talent management and identify skill gaps between skilled and semi-skilled workforce. Training and development is defined as the planned learning experiences that teach employees how to perform current and future jobs for career development. Learning is achieved through training and development therefore means to be translated as organizational resource by which the people acquire, infer and utilized. As such, performance contributes to the growth of the organization specifically since they can implement in combination competences, expertise acquired through training and development and employee retention.

Keywords: Training and development, Employee performance, Employee retention, Talent management, Skills and knowledge.

1. Learning and development

Learning and development is a part of human resource which focuses on improving employee skill ability and knowledge. It is also known as training and development. Training process induced by enterprises helps employees to apply their skills and knowledge in their work role. It is a field concerning bettering employee performance. Learning and development is a way of accruing value in employees that involves evaluating them for potential and improving it. This is accomplished using appropriate curriculum and techniques such as coaching/mentoring, individual and team trainings, and staff appraisal. The term “learning” often applies to immediate teaching, and “development” has a longer-term connotation

Employee performance involves factors such as quality, quantity and effectiveness of work as well as the behavior of employees in the workplace. Learning and development provides employees with opportunities to further their learning and professional development. Suitable training process is used

for talent development and identify skill gaps between skilled and semi-skilled workforce. For the individuals, training and development improves 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. Learning is achieved through training and development therefore means to be translated as organizational resource by which the people acquire, infer and utilized. As such, performance contributes to the growth of the organization specifically since they can implement in combination competences, expertise acquired through training and development and employee retention.

2. Review of literature

1. According to Beardwell & Holden (1997) human resource management has emerged as a set of prescriptions for managing people at work. Its central claim is that by matching the size and skills of the workforce to the productive requirements of the organization, and by raising the quality of individual employee contributions to production, organizations can make significant improvements on their performance.
2. As emphasized by Abbas & Yaqoob (2009), this fact is of no question that the most imperative concern for organizations is performance. Researchers have engraved through their studies the different dimensions of Training and Development in various sectors of corporate world in gaining edge over the competition. Not that people are once trained and the game is over but the actual thing of concern is to continuously train the workforce about the change and learning to achieve high in such a change. Studies have been done discussing the training methods, their delivery, employees’ perception of training, training defects, development opportunities, training investment outcomes for organizations, and impact of training on employees’ behaviour.
3. According to Newman (2011) in their study, the researchers in multinationals of Chinese service sector studied and

examined the effect of training on organizational commitment which will eventually effects employee turnover. Data was collected from 437 Chinese employees working in 5 different multinationals of China. These individual employees highlighted that training serves as a tool to enhance the commitment with organization. Because from training, they get an idea that they are an important asset for organization.

- In his study Bashir (2009) the employees are the most important part of any organization because they are the one who produce or deliver their products or services. If the employees will retain in the organization for longer time and does not change quickly so the organization will be benefited from this. It's important for employers to retain their employees and to do this they must know how an employee can remain in the company. According to previous studies several factors are considered important in retaining employees. People will work more enthusiastically if they feel the sense and feeling of pride in their work. The reasons which affect employee decision to remain in the organization are work environment, reward, growth and development and work life balance.

3. Objectives of the study

- To identify the employee training and development practices being currently followed at Club Mahindra.
- To identify whether training and development schemes have positive effects on the performance and productivity of workers at Club Mahindra.
- The study is to assess the impact of Training and Development on employee performance and employee retention.
- To investigate a link between training and development processes and employee retention.
- To formulate effective and constructive recommendation based on outcomes of the proposed study.

4. Scope of the study

The scope of the research will be limited to the employees of Club Mahindra. This research mainly focuses on the respondents who are currently employed in Club Mahindra.

5. Research methodology

Under the study on impact of learning and development on employee performance and employee retention at Club Mahindra, questionnaires were used to collect and analyze the views from the employees of the company. Questionnaire was circulated among the group of n=101 respondents. The sample group consisted of the employees of Club Mahindra.

6. Limitations of the study

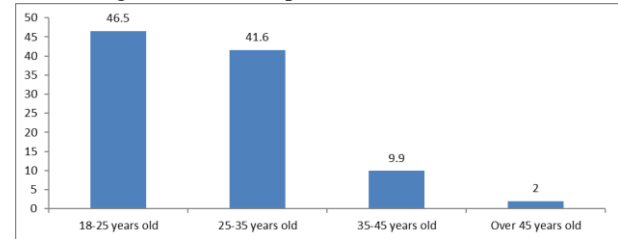
- Confidential information is not revealed.
- Unawareness of the concept of study among a few

employees.

- Time constraint also acts as a limitation in the study.

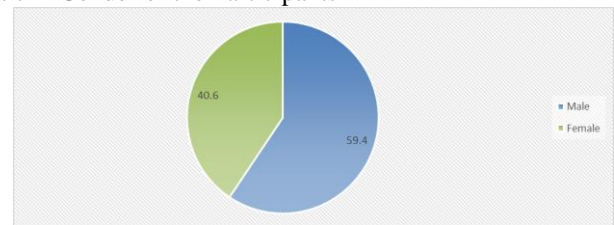
7. Research questions

Chart 1 - Age of the Participants



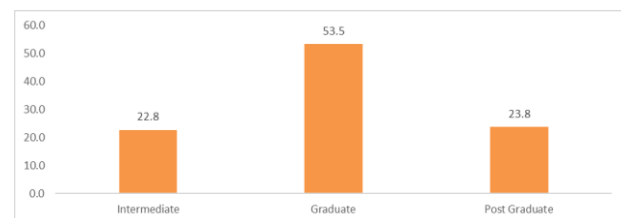
Analysis and Interpretation: The responses were illustrated in a tabular form with the response value and their calculated percentage. Table shows the demographic analysis of the participant's age who are involved in the study. 46.5% of the employees are 18-25 years of age followed by 41.6% of the participants are in the age group of 25-35 years of age. The remaining 9.9% and 2% of the participants are of the age group of 35-45 and 40 years and above age group

Chart 2- Gender of the Participants



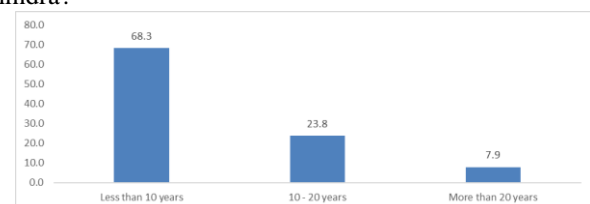
Analysis and Interpretation: Figure shows proposed study has involved 59.4% of male participants and 40.6% of female participants.

Chart 3 - Qualification of the Participants



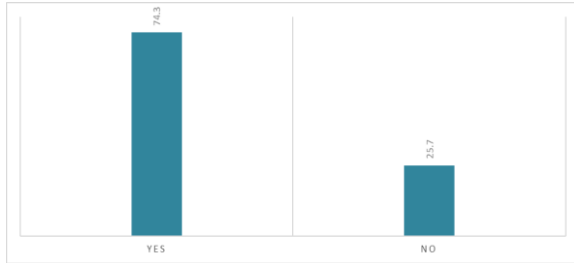
Analysis and Interpretation: Figure shows that 53.5% of the employees are graduates followed by 23.8% of the employees are post-graduates.

Chart 4 - For how long have you been associated with Club Mahindra?



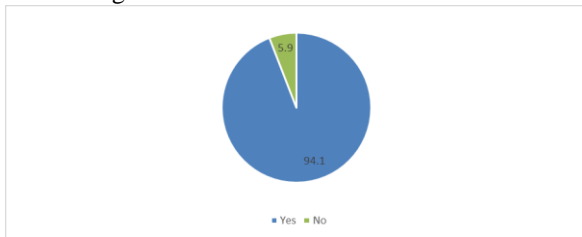
Analysis and Interpretation: 68.3% of the employees are associated with Club Mahindra for less than 10 years followed by 23.8 % of the employees are associated with Club Mahindra for 10-10 years. The remaining 7.9% are associated with Club Mahindra for more than 20 years.

Chart 5- Is the training in Club Mahindra for a sufficient duration?



Analysis and Interpretation: Majority (74.3%) of the employees are satisfied with the training duration in Club Mahindra.

Chart 6 - Do you think the training program has been helpful in professional growth?



Analysis and Interpretation: Majority (94.1%) of the participants have the opinion that the training program are helpful in professional growth.

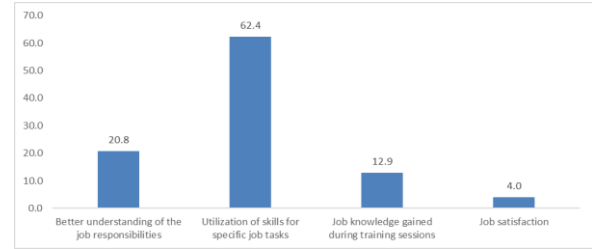
Chart 7 - What is your opinion about present training system?

	Frequency	Percentage
Excellent	21	20.8
Good	63	62.4
Average	13	12.9
Below average	4	4.0

Analysis and Interpretation: 62.4% of the employees have the opinion that the present training system is good.

Chart 8- How do the learning and development initiatives in Club Mahindra improve productivity of the employees?

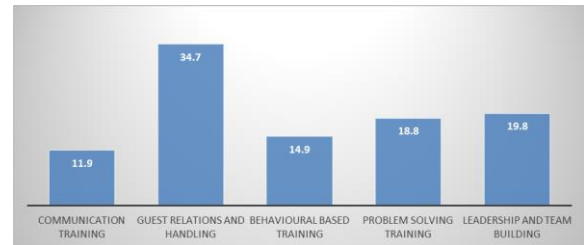
	Frequency	Percentage
Better understanding of the job responsibilities	21	20.8
Utilization of skills for specific job tasks	63	62.4
Job knowledge gained during training sessions	13	12.9
Job satisfaction	4	4.0



Analysis and Interpretation: 62.4% of the employees have the opinion that learning and development initiatives in Club Mahindra improve productivity of the employees by Utilization of skills for specific job tasks followed by 20.8% of the employees have the opinion that learning and development initiatives provides better understanding of the job responsibilities.

Chart 9 - What are the types of training provided to you at Club Mahindra?

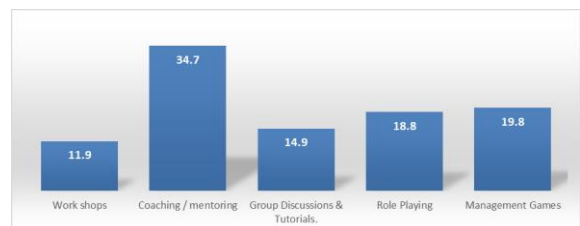
	Frequency	Percentage
Communication training	12	11.9
Guest relations and handling	35	34.7
Behavioral based training	15	14.9
Problem solving training	19	18.8
Leadership and team building	20	19.8



Analysis and Interpretation: Table shows that 34.7% of the employees have the opinion that guest relations and handling related training are provided to them at Club Mahindra.

Chart10 - Which training methodology helps you the most?

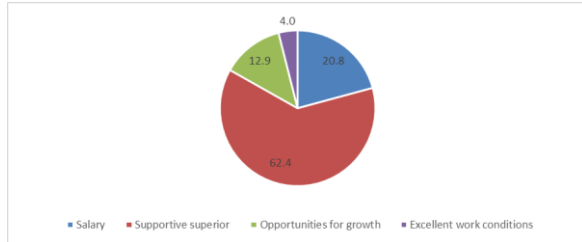
	Frequency	Percentage
Work shops	12	11.9
Coaching / mentoring	35	34.7
Group Discussions & Tutorials.	15	14.9
Role Playing	19	18.8
Management Games	20	19.8



Analysis and Interpretation: 34.7% of the employees have the opinion that Coaching/ mentoring helps them the most.

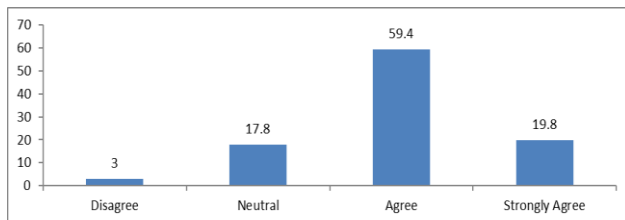
Chart 11 - What are the reasons for your retention at Club Mahindra

	Frequency	Percentage
Salary	21	20.8
Supportive superior	63	62.4
Opportunities for growth	13	12.9
Excellent work conditions	4	4.0



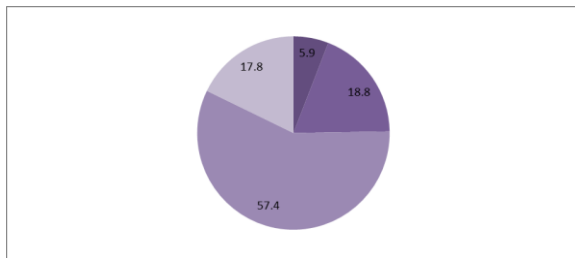
Analysis and Interpretation: 62.4% of the employees have the opinion that the reason for their retention at Club Mahindra is because of Supportive superior.

Chart 12 - Do you think the training programs are well planned in Club Mahindra?



Analysis and Interpretation: 59.4% of the employees agrees that are training programs are well planned in Club Mahindra.

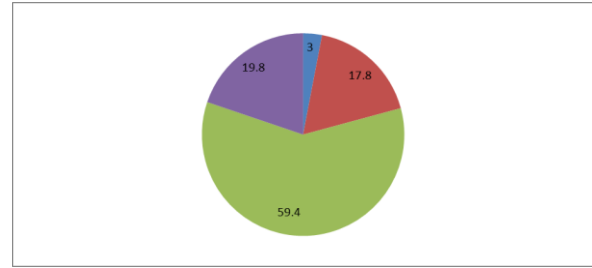
Chart 13 - Training and Development helps to increase work performance level of employees



Analysis and Interpretation: 57.4% of the employees agrees that Training and Development helps to increase work performance level of employees, whereas 18.8% of the employees are not sure.

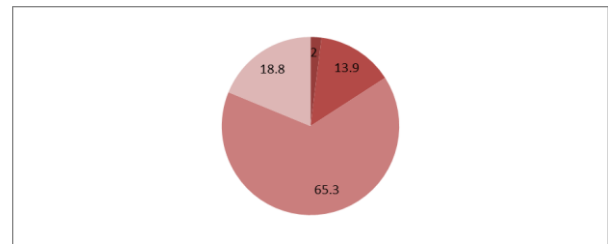
Chart 14 - Training and Development improves performance and builds teamwork

	Frequency	Percentage
Disagree	3	3
Neutral	18	17.8
Agree	60	59.4
Strongly Agree	20	19.8



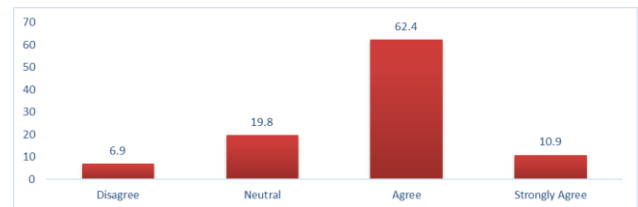
Analysis and Interpretation: 59.4% of the employees agree that Training and Development improves performance and builds teamwork.

Chart 15 - Do you think learning and development has enabled in increasing your performance at Club Mahindra?



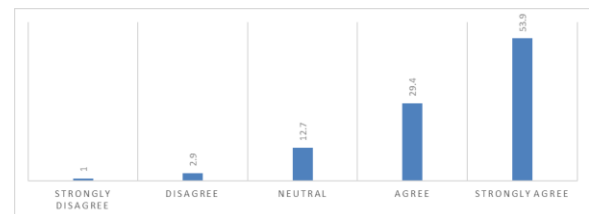
Analysis and Interpretation: 65.3% of the employees have the perception that learning and development has enabled in increasing your performance at Club Mahindra followed by 13.9% of the participants are not sure about learning and development role in increasing performance at Club Mahindra

Chart 16 - You have better capability to work under pressure



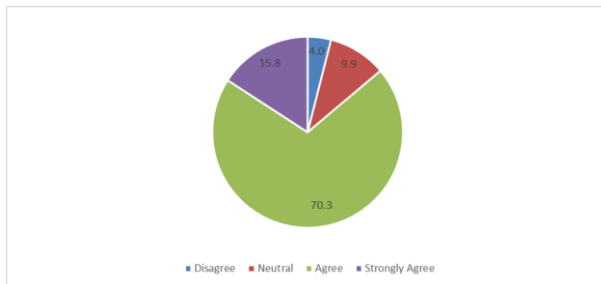
Analysis and Interpretation: 62.4% of the employees agrees that they have better capability to work under pressure.

Chart 17- Recognition by the superiors



Analysis and Interpretation: 53.9% of the employees strongly agrees that their superior always recognizes the work done by them. 12.7% of the employees are not sure that their superior always recognizes the work done by them.

Chart 18 - Do you think the employees are satisfied towards recognition and rewards?



Analysis and Interpretation: Figure shows that 70.3% of the employees agrees that employees are satisfied towards recognition and rewards, whereas 9.9% of the employees are not sure that employees are satisfied towards recognition and rewards.

8. Findings

- Employees are satisfied with the duration of training provided in Club Mahindra.
- The training programs indulged in Club Mahindra have been helpful in professional growth.
- The training programs provided are communication training, guest relations, behaviour based, problem solving, leadership and team building.
- The learning and development initiatives improve productivity of the employees by utilization of skills for specific job tasks.
- Coaching / mentoring improve the employee’s skills and abilities.
- Employees have the opinion that supportive superiors are the reason for their retention.
- Training and development activities by the L and D department maintain employee relations.
- Training and development is necessary for skill development and personal growth.
- Learning and development has positive effect on employee performance and employee retention.
- Employees at Club Mahindra feel they have better capability to work under pressure.
- The employees are involved in the decision making of the organization.
- 68.6% of the employees strongly agree that there is decrease in employee attrition in Club Mahindra.
- The organizational training and development provide scope for better career development plans.
- The employees at Club Mahindra are satisfied towards recognition and rewards provided to them.

9. Suggestions

- Club Mahindra should have an inclusion of the appraisal towards ensuring better quality both in training content and knowledge delivery process. A comprehensive appraisal that bears the assessment of the skill factor being obtained as an outcome of the training can be carried out by the organization. A comprehensive appraisal system should record the content quality, knowledge delivery process, applicability of the training concept in the daily work system can be evaluated using the comprehensive appraisal.
- Inclusion of weekly basis training programs towards team building process that can positively affects organizational commitment that boost up morale of employees. Weekly programs with employee interaction and fun-filled activity will keep the employee with high pace of motivation.
- Club Mahindra should focus on launching compensation benefits plans for promoting the innovative ideas towards training and development for leveraging the learning curve.
- Survey the employees to learn about their opinions and ideas. Using business intelligence tools, such risk factors can be predicted and is possible to be included while planning for training and development programs.

10. Conclusion

Employee learning and development is one of the motivating features for less attrition in the organization. Employee retention requires a robust approach to make sure that employees have lots of opportunity for advancement and this is possible if they are imparted with adequate development and training. The study examines learning and development with respect to employee performance and employee retention

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