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Impact of Training and Development on Employees Performance

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ABSTRACT

Employees are the major assets of any organization. Every organization needs well trained employees to perform the activities effectively and efficiently. It is the continuous process of the organizations that helps to develop skills, knowledge, and abilities. Training and development leads the better performance of employees. The success of the organizations depends on employee performance. The study found out that employees are aware about training; employees are motivated through training; and training and development results into higher performance. The study suggested that training and development of all staff should be dynamically followed and made obligatory and the employer should give compulsory training programs for all employees in order to improve performance. The study decided that there is need for continuous training and development taking into deliberation the opposition, market dynamics, customer satisfaction, and net promoter score among others.

KEY WORDS: Training, Development, Job Satisfaction, Employee, Performance.

INTRODUCTION OF THE STUDY

Training has become one of the necessary functions in most organizations, as training leads to superior performance in the same field and is an important part of human resource department as it has a significant impact on the success of an organization through enhancing employee performance as well as, organizational performance. It is crucial for firms to use appropriate training design and delivery style to enhance employee performance. In order to achieve effective training outcomes, organizations should identify a training designs that is in accordance with the needs of its employees. Effective training programs help an organization to increase employee output and enhance actual performance. In addition, results of effective training leads to increased organizational performance, which will be of more benefit to human resource managers and its policy makers, decision makers, as well as the government. Employees with effective training will possess better opportunities to acquire more new knowledge and skills, as well as competence. Therefore, they will be more able to perform tasks effectively and with better quality. On the other hand, training is costly and managers believe that training is necessary only for poor performers which need to be trained in order to save money which would otherwise be spent on unnecessary training. The problem is a result of an actual lack of skills or knowledge or both. However, training and development are used to increase employee performance and productivity. The main aim of this study is to discuss several training methods which can be used to increase employee performance, a comparison between various methods are given which leads to some recommendations to enhance employee performance as well as improve their skills and knowledge to contribute to enhancing organizational performance.

REVIEW OF LITERATURE

Joel Rodriguez, Kelley Walters (2017) Employee performance impacts the bottom line of an organization. For this reason, it is the responsibility of organizational leaders to be aware of the importance of training and development's impact on the performance and evaluation of employees. Employee training and development assists the organization and employees in attaining diverse goals, such as improving morale, sense of security, employee engagement, and overall competencies necessary to perform a particular job. In addition, organizational leaders should use systematic approaches for assessing employee performance, which outcomes are usually determined on personal, organizational, environmental, motivation, skill level, aptitudes, or role perceptions factors. With suitable training and development opportunities, as well as effective employee performance assessment approaches, employees will be capable of assisting the organization in achieving its competitive posture in today's global market.

Bassam Mohsin Mozael (2015) Training is becoming one of the most important functions that has real impact on an organization's performance. The aim of this study is to discuss the training method to maximize the performance of employees. The main findings of this research is that there are several training methods which are used to enhance employee performance. Based on the significant result, several new methods are suggested for better employee training. The main contribution of the proposed solution is in creating new methods which provide employees with practical training to enhance employee performance and save on organizational cost.

Prasadi Siriwardena (2019) Treating the human resource of a company as the most valuable asset is considered as a competitive advantage in the contemporary business environment. Although many organizations provide training opportunities for their employees, it is an issue how considerate the management is in addressing the exact training needs of their workforce, which directly affect the performance of the employees. This study provides

insights into the importance of addressing the training needs of employees in order to enhance the performance standards among managerial level employees in the Sri Lankan Apparel sector. Accordingly, this research attempted to study the mediator factors influenced by training and their impact on the performance of employees in the respective apparel organization.

OBJECTIVES OF THE STUDY

- To study the training effectiveness on employee overall performance.
- To analyse the types of training that is provided to the employees
- To understand the different factors that influence employee performance

METHODOLOGY OF STUDY

The research design adopted is descriptive. The secondary records were collected from specific sources. That includes the Articles, Text-books and websites.

EFFECTIVENESS OF TRAINING

Evaluating training effectiveness shows you how useful your current training offerings are and how you can improve them in the future. What's more, effective training leads to higher employee performance and satisfaction and boosts team morale.

As a business, you're investing valuable resources in your training programs, so it's imperative that you regularly identify what's working, what's not, why, and how to keep improving.

Training effectiveness measures the impact of training on the trainee's knowledge, skills and performance. The training's goals and objectives should be determined before training occurs, allowing these to be clearly and accurately measured.

MEASURING TRAINING EFFECTIVENESS

Measuring training effectiveness can be conducted through discussions, surveys and questionnaires, post-training quizzes, assessments, and examinations. Before training commences, it's essential to decide how you will measure and assess the data you collect

- **Level 1: Reaction** – The first step is to evaluate the learners' reactions and responses to the training.
- **Level 2: Learning** – The second step is to measure the knowledge and skills learned during the training.
- **Level 3: Behaviour** – Step three assesses the behavioural change (if any and to what extent) due to the training.
- **Level 4: Impact** – The final step is to measure the training's impact on business goals and results.

TYPES OF TRAINING

Various types of training can be given to the employees such as induction training, refresher training, on the job training, vestibule training, and training for promotions. Some of the commonly used training programs are listed below:

- **Induction training** - Also known as orientation training given for the new recruits in order to make them familiarize with the internal environment of an organization. It helps the employees to understand the procedures, code of conduct, policies existing in that organization.
- **Job instruction training** - This training provides an overview about the job and experienced trainers demonstrates the entire job. Addition training is offered to employees after evaluating their performance if necessary.
- **Vestibule training** - It is the training on actual work to be done by an employee but conducted away from the work place.
- **Refresher training** - This type of training is offered in order to incorporate the latest development in a particular field. This training is imparted to upgrade the skills of employees. This training can also be used for promoting an employee.
- **Apprenticeship training** - Apprentice is a worker who spends a prescribed period of time under a supervisor

METHODS OF TRAINING

- On-the-job Training Methods
- Off-the- job Training Methods

On-the-job Training (OJT) Methods

This is the most common method of training in which a trainee is placed on a specific job and taught the skills and knowledge necessary to perform it.

- a) **Job rotation** - This training method involves movement of trainee from one job to another gain knowledge and experience from different job assignments. This method helps the trainee understand the problems of other employees.
- b) **Coaching** - Under this method, the trainee is placed under a particular supervisor who functions as a coach in training and provides feedback to the trainee. Sometimes the trainee may not get an opportunity to express his ideas.
- c) **Job instruction** - Also known as step-by-step training in which the trainer explains the way of doing the jobs to the trainee and in case of mistakes, corrects the trainee.
- d) **Committee assignment** - A group of trainees are asked to solve a given organizational problem by discussing the problem. This helps to improve team work.
- e) **Internship training** - Under this method, instructions through theoretical and practical aspects are provided to the trainees. Usually, students from the engineering and commerce colleges receive this type of training for a small stipend.

Off-the-job Methods

On the job training methods have their own limitations, and in order to have the overall development of employees off the-job training can also be imparted. The methods of training which are adopted for the development of employees away from the field of the job are known as off-the-job methods. The following are some of the off-the-job techniques

- a) **Case study method** - Usually case study deals with any problem confronted by a business which can be solved by an employee. The trainee is given an opportunity to analyse the case and come out with all possible solutions. This method can enhance analytic and critical thinking of an employee.
- b) **Incident method** - Incidents are prepared on the basis of actual situations which happened in different organizations and each employee in the training group is asked to make decisions as if it is a real-life situation. Later on, the entire group discusses the incident and takes decisions related to the incident on the basis of individual and group decisions.
- c) **Role play** - In this case also a problem situation is simulated asking the employee to assume the role of a particular person in the situation. The participant interacts with other participants assuming different roles. The whole play will be recorded and trainee gets an opportunity to examine their own performance.
- d) **In-basket method** - The employees are given information about an imaginary company, its activities and products, HR employed and all data related to the firm. The trainee (employee under training) has to make notes, delegate tasks and prepare schedules within a specified time. This can develop situational judgments and quick decision making skills of employees.
- e) **Lectures** - This will be a suitable method when the numbers of trainees are quite large. Lectures can be very much helpful in explaining the concepts and principles very clearly, and face to face interaction is very much possible.
- f) **Simulation** - Under this method an imaginary situation is created and trainees are asked to act on it. For e.g., assuming the role of a marketing manager solving the marketing problems or creating a new strategy etc.
- g) **Conferences** - A meeting of several people to discuss any subject is called conference. Each participant contributes by analyzing and discussing various issues related to the topic. Everyone can express their own view point.

FACTORS THAT AFFECTING WORK PERFORMANCE

Many factors determine how well an employee can focus, complete tasks, provide good service, and be part of the office community. Here are some top factors that affect work performance.

1. Job Satisfaction

Sixty percent of employees consider [the people they work with to be "very important to job satisfaction."](#) Here are a few other elements that contribute to job satisfaction. [Leadership](#) is concerned with the needs of their team members. An employee's knowledge and skillset match their job responsibilities. Compensation is fair and aligned with industry standards.

2. Employee Engagement

- Employees feel acknowledged and appreciated for their contributions.
- Team members are committed to collaboration within and outside their department.
- There is a sense of community among team members and the company as a whole.

3. Training and Development

- New hires are qualified and/or trained immediately to fulfill their job position.
- Evolving company policies and compliance requirements are clearly communicated.
- Incentives are used to drive training/developmental initiatives forward.

4. The Right Tools for the Job

- Office supplies are readily available.
- Physical tools and machines are in good working condition.
- Internet connection is fast and reliable.
- Hardware and software are updated/upgraded as needed.

5. Company Culture and Work Environment

- There isn't constant whining or complaining.
- Team members seem to have confidence and a sense of purpose.
- Management's conduct is encouraging, not punitive.
- Employees feel safe in and around the property.
- The level of turnover is lower compared to your competitors.
- The space and furnishings are clean and tidy.
- The temperature, air quality, lighting, and noise are at comfortable levels.
- Employees can personalize their workspace.

CONCLUSION

Employees are the most valuable asset of the organization as they take responsibility for enhanced customer satisfaction and quality of products and services. Without proper training and development opportunities, they would not be able to accomplish their tasks at their full potential. Employees who are fully capable to perform their job-related tasks tend to keep their jobs longer due to higher job satisfaction. Training and development is a vital tool used to not only maximize the performance of employees, but also to help them in becoming more efficient, productive, satisfied, motivated, and innovative in the workplace. Identifying the right learning opportunities for employees will help the organization in achieving its competitive posture in today's global market.

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