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The Impact of Various Training and Development on Employees' Productivity

(A Study on Impact of Various Training and Development programs On Employees' Productivity" Among 64 Employees Of L&T Technology Services, Vadodara, Gujarat)

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ABSTRACT

It covers the understanding of what training and development is and why is it so essential to have a good at an organizational level along with all the factors that affect and impact the productivity of an organization. Human resource professionals act as a strategic partner with senior managers and leaders by aligning training and development strategies and practices among others with overall organizational strategies that contribute to an organization's smooth operations. Therefore, understanding human resource practices and particularly Training and development enable managers to help employees perform better in the work and keep them motivated. The study becomes necessary because many organizations in this contemporary world are striving to gain competitive edge and there is no way this can be achieved without increasing employees' competencies, capabilities, skills etc through adequate training and development designs. Using a mixed approach of both studying qualitative factors and quantitative as well, the study is an attempt to identify the impact of training and development on employees, productivity. Prior consent of all the respondents was taken and they were fully made aware of the purpose of the study.

INTRODUCTION

Training and Development is one of the most important functions of Human Resource management in any of the organization. The objective of this Training is to enhance employees' skills behaviour and expertise by putting them into learning new techniques of doing work.

Employee Training and Development helps in updating employees' skills and knowledge for performing a Job which at the end results in increasing their work efficiency and increase the productivity of an organization. It ensures that Employee's oddness or eccentricity is reduced and learning or behavioural change should take place in a very structured format. Training development or learning and development are an official ongoing educational activity designed for goal fulfilment and enhance the performance of employees.

Armstrong

"Training is the formal and systematic modification of behaviour through learning which occurs as a result of education, instruction, development and planned experience. Development is improving individual performance in their present Roles and preparing them for greater responsibilities in the future".

Lussier

"Training is a process of acquiring the skills necessary to perform a job and development is the ability to perform both present and future jobs". Skills,

Training and Development in Human Resource Management (HRM)

Training and development is always identified as one of the vital Human Resource functions. In most of the organizations training and development is an integral part of the HRD (human resource development) activity. Among the cut-throat competition in the corporate world where skilled manpower is important aspect to gain competitive advantage, training & development acts as a tool for success of organization. As rapid changes in technology are deskilling the employees very quickly, many organizations have fixed certain amount of training hours per year for their employees.

What is the Need of Training and Development

- The training and development activity is required when company revises its objectives and goal to adjust the changing market conditions.

- Companies often endorse <u>training and development programs</u> to improve the performance of the employees.

- The HR training and development is needed to set up a benchmark of performance which employees are expected to achieve in a financial year.

- There is always a need of training and development efforts to teach the employee new skills such as team management, communication management and leadership behavior.

- Training and development is also used to test new methods of enhancing organizational productivity.

What is the Importance of Training and Development

- In *Human Resource Management* (HRM) Training and development is important aspect when company wants optimum utilization of their manpower.

- Training and development is a key for the succession planning of the organization as it helps in improvement of skills like team management and leadership.

- HR Training and development activities are vital to motivate the employee and to increase their productivity.

- Training and development in HRM is significant aspect to develop a team spirit in the organization.

- Training and development programs are also important from the safety point of view as it teaches employee to perform job properly without any life risk.

- From the organizational point of view the HR training and development programs are important <u>performance management tool</u> to increase profitability and enhance corporate image.

Objective and Purpose of Training & Development

1. One of the most effective methods to show your employees that you value them is to provide them with training. It demonstrates that you care as much about their well-being and development as they do about your company's. Employees that are well taken care of will never desire to work somewhere else.

2. Training can be used as a preventative measure to prepare people for expected and unforeseen changes and <u>challenges in the workplace</u>. It only makes sense to keep our staff prepared in times like ours, when trends are always changing due to online innovation.

3. There is no better way to produce future leaders than to train the most talented individuals available. Employees will have a clear career path, resulting in lower attrition and discontent.

4. Employees are a significant and most important component of a company's assets, and caring for them entails caring for the firm as a whole. Therefore, any business organization that invests their time and money in its employees' education or Training & development can only succeed in achieving their business goals.

Types of training and development?

Find below few important types of training in HRM:

1. *Technical training*

2. *Quality training skill*

3. Soft skills training

Steps involved in Training and Development Process

1. Need of training and development
2. Goals and Objectives

3. Method of Training
4. Implementation of program
5. Evaluation and constant monitoring

Training Needs Assessment

Identification of the <u>training needs</u> of the target group which is to be exposed to training can be done in 2 ways:

- Training needs assessment at organization level
- Training needs assessment at individual or employee level.
- Training need assessment at department / functional level

Once the target group is identified, analysis the gap which needs to be bridged through training. Develop specific training objectives and targets for bringing about measurable improvement in their performance levels and enhancement in job related knowledge

OBJECTIVES OF THE RESEARCH

More specifically, the objectives were stated to:

- To study the impact of training & development on employees 'productivity.
- To study the profile of respondents.
- To Determine the impact of training on employee's performance
- To Determine the impact of development on employee's performance and productivity

RESEARCH DESIGN:

In this study the researcher has adopted exploratory cum descriptive research design. It is so because it is based on studying impact of various training& learning on employees' productivity, its whole concept, types, history, pre and post conditions etc. being used to examining its impact. Hence, it is descriptive in nature. As a student this concept is completely new for researcher, so the researcher wants to explore each and everything in the reference impact of training and learning on employees' productivity.

<u>SAMPLING FRAMEWORK –</u>The sampling framework for the study will be the Larsen&Tourbo, Vadodara, Gujarat.

<u>UNIVERSE:</u> Here the universe considered for this study is the middle level employees of the Larsen&Tourbo, Vadodara.

<u>SAMPLING SIZE-</u>Here the sampling size for this study is 64 employees of Larsen&Tourbo, Vadodara.

<u>SAMPLING METHOD:</u>

Here the sampling method adopted is simple random sampling method in order to collect the data for the above-mentioned universe for my research work.*The criteria for selecting the respondents is that they should belong from middle level employees. The data will be collected via primary sources (questionnaire)& Secondary sources (website and report available on internet).*

<u>TOOL FOR DATA COLLECTION:</u>

1. **Primary Data:** Primary data is collected through a structured and self-constructed questionnaire having a series of close ended and open-ended questions.
2. **Medium:** Google forms
3. **Secondary data**: it has been collected from books, reports, and online resources. The authentication of information has been assured while referring to the official and the reputed websites. Literature review and other information is reviewed from journal papers; newspaper reports; committee reports, annual reports and a collection of journal-based articles on Retention and its strategies used by companies in India.

FINDING AND RECOMMENDATIONS/ SUGGESTIONS

Following are some important findings:

1) The highest number of respondents are having work experience of 0-2 years that is 48.4% majority of these people are from the younger generation.

2) Educational qualification : most of the respondents came from backgrounds like B.Com Honours B.Tech BBA and B.Com MBA and MCA .it can also be seen that majority of the respondents are from a Commerce background while there are only few from technical background.

3) Designation: highest respondents are from HR department , while only very Few respondents work from the top-level management that is associate Manager and Senior

Manager and other designations involved associate engineers, Senior engineer etc.

4) Training; a majority of the respondents that is approximately 70.3% of the respondents agreed that at L&T Technology services most of the time they were encouraged to participate in a training program, on the other hand, there were people who were encouraged every time to participate in the program there ask only one a respondent felt that they were never encouraged to do so. - The ones who have attended more than 10 to 20 training programs are peoplefrom middle level and senior level management who have been a part of your the organization that is L&T technology services for a longer period.

5) It is also revealed that all 17.7% of respondents mentioned that training programs are conducted every month by L&T. Whereas 9.7% of the respondents have mentioned that training programs were conducted half-yearly, 12.6% of the respondents have mentioned that the training conducted by L&T is Once a year.

6) It can be observed that 98.4% (N=63) had improved their skills in training and learning programs. Whereas 1.6% (N=01) respondents are not sure about the same.

7) 95.2% (N=61) respondents feel that training and learning programs improve morale as well as workplace capabilities.

Whereas 3.2% (N=2) respondents are not sure about the given statement and 1.6%(N=1) respondents are not agreed with the statement.

8) It can be observed that 85.5% (N=53), more than half of the respondents from L&T believe the Training program enables the employees to be accountable and authoritative in making decisions. On the other side, 12.9% (N=08) respondents are not sure about the same and 1.6% (N=01) are contradict the statement.

9) It can be seen that respondents felt a huge difference in their motivation level before training it was medium but after attending training programs its increased to a high level. Same with the self-confidence, knowledge, quality of work, applicability Increase efficiency and effectiveness, clear about roles and responsibility, sharpening of skills, competitiveness and job satisfaction& morale before attending training programs it was medium and low but after getting training its increase to a high level.

10) It can be seen that approximately all of the respondents 71% (N=44) believe that the training really affects the sense of competitiveness. Whereas 22.6% (N=14) are not sure about the statement and 6.5% (N=04) respondents disagree with the fact.

11) It can be seen that approximately 88.9% (N=56) of respondents agree with the above statement they feel Training focuses on doing activities today to develop

employees for their current jobs, and development is preparing employees for the future roles and responsibilities. Whereas 11.1% (N=07) respondents are neutral about the above fact.

12) It can be seen that approximately 50.8% (N=36) of the respondents do believe and also agree to the fact that they have felt a personal accomplishment while doing their work.

On the other hand, it can also be seen that there are 36% (N=19) are agree and 4.8%(N=03) of respondents neutral about the above-mentioned facts and strongly agree to it respectively. There are 1% of people who strongly disagree with the above-mentioned fact.

RECOMMENDATIONS/ SUGGESTIONS

- **Start with the goal in mind.** Whether it's increasing your sales numbers, improving employee retention or decreasing human resources complaints, you've got to know what you want to accomplish. It's OK to even have several goals you want to accomplish at the same time. What's important is to have them clearly in mind when designing your program.

- **Ask your employees what they want.** Employees will likely have a pretty good idea of where their skills deficits might lie. And, if they have a hand in shaping training and development programs, they'll have a much better attitude about participating. You won't be able to please everyone, but you might be surprised at the creative and thoughtful ideas you get if you just ask.

- **Carve out time for it.** People already feel like their plate is full. Lightening their load so they have time specifically set aside for training will make it seem like less of a burden and show them how important their development is to your organization.

- **Start small.** Rather than rolling out a big, expensive initiative, start with a pilot program — or two. It might take a couple of attempts to discover what clicks for your team.

- **Stay small.** Given the rapid pace of change in today's marketplace, certain skills learned in training could quickly become obsolete. One strategy for dealing with the constant state of flux is to offer frequent, continuous training in small doses. In the 21st century, we all have to become lifelong learners to keep up.

- **Consider cross-department training.** Training and development programs are a great time to foster the kind of company-wide camaraderie and understanding that doesn't happen when people are sitting in their respective cubicles. It can also broaden employee skill sets and make the company function better as a cohesive whole.

- **Measure results.** If you made clear goals before starting your training program *(see above)* then this actually shouldn't be that hard.

Numbers can't measure all the benefits you get from training, but they can help you see if you're headed in the right direction. And if you can actually measure the progress you're making, you'll be 100 percent more likely to continue making employee training and development the priority it should be!

CONCLUSION:

- Training and development ultimately upgrade not only the productivity of employees but also of the organization. It has rightly been said, employee development is the key to organizational sustainable development. Organizations must have employees who are able to quickly adapt to an ever-changing world market.

- Companies need to invest in ongoing employee training and development in order to both keep employees and be successful. The 21st century will be favourable to those organizations, which are able to learn faster and adapt to changes than their competitors like L&T Technologies Services. Training enhances employees' initiative and quality of work, thereby assisting them to be more committed to achieving the organizational goals and objectives and in turn enhancing employees' effectiveness within the organization.

- Summarily, training and development impacting on employee productivity has not only improve the wellbeing of organizations, but also aid the prosperity of most countries that has put into consideration the design and delivery of training and development of workforce at national level. As the national policies aim to improve nation's human capital, this optimally in turn results to the economic growth of the nation.

- However, it is recommended for management of organizations to give training and development of employees a priority in order to get the best out workforce as well as improving the organization's productivity. Further research studies is also recommended on the training and development of employees in order to have a broader understanding of its valuable impacts.

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