



Impact of Training practices on Employee performance, Job satisfaction and Employee productivity in selected spinning mills, Rajapalayam Districts' :An Empirical Study

K. Ezhilan¹, Dr. N. Saranya Devi²

¹M.Phil Research Scholar, School of Management Studies, Tamil Nadu Open University, Chennai, Tamil Nadu

²Assistant Professor, School of Management Studies, Tamil Nadu Open University, Chennai, Tamil Nadu

Email: ezhilankuppu47@gmail.com

ABSTRACT:

The effectiveness of a company's training is considered the most important factor in determining its success. When training is done correctly, it has a number of advantages for the company, the management, and the employees. This statement indicates that human personnel must be trained in order to do their jobs properly for a company. This research study aims to investigate the effectiveness of training and development practices on employee performance in the selected three spinning mills. In order to determine the effectiveness of training and its impact on the employee performance we have developed a questionnaire method and used descriptive analysis. We have surveyed with the sample size of 200 employee. we have used simple random sampling method and hypothesis was measured by structural equation modelling. The results will help the managers to understand how the training practices are supporting the employees to improve their performance, productivity and leading to job satisfaction.

Keywords: Training and Development practices, employee performance, employee attitude, employee productivity, employee commitment.

I. Introduction:

Human Resource Management (HRM) is a broad term that refers to a variety of techniques and activities aimed at improving employee development and their interactions with the firm. The training and development strategy must be tailored to the current and future demands of the company, as well as to the strengths and potentialities of each employee. Organizational effectiveness can be quickly increased by systematic instruction through training, whereas long-term organizational and personal goals can be achieved through development. For any organization, training has become a vital part of its operational activities. This is due to the fact that all businesses recognize the necessity of the hour. In today's world of rapid technological change, the necessity for training is becoming increasingly apparent in order to keep personnel abreast of new developments.

Most of The Indian companies have trained their personnel based on cultural tradition instead of necessity for their workforce. Therefore, training investments haven't yielded the expected results. "The importance of forming an individual's ability to meet the needs of an organization. in other words of information, skills, attitudes, and values," is how Odiorne (2005) defines training. Only if it leads to behavioral changes that improve organizational efficiency can it be considered a worthwhile investment of time. It's important for employees to feel recognized by their employer, thus according (Maund, 2001), because they must advance in their knowledge and abilities in order to accept that their employers care about them. Training and development, thus according Ivancevich (2010), is a process that aims to provide personnel with knowledge, abilities, as well as an understanding of organizational and its goals. Performance. Training is often focused on imparting specific skills and correcting weaknesses in employee performance, according to Cardy (2019).

Improved capacities, understanding, and skills of brilliant employees have proven to be a crucial source of competitive in the global economy (Mckinsey, 2006). In order for employees to perform well on the job, intensive training programmes are essential. Work motivation and commitment may be harmed by these programmes.

Statement of the Problem:

The majority of Indian enterprises have prioritized training based on tradition rather than need. This is why investing in training has not yielded sufficient results. To improve an individual's technical, managerial, behavioral, and conceptual capabilities, a variety of tactics can be applied. At view of these issues, the current research is being conducted in public sector spinning mills in the Rajapalayam districts of Tamil Nadu.

Research Gap

In today's international corporate climate, where change is an unavoidable part of doing business, the focus should be on developing the abilities of the representatives. However, no empirical research of the individual impact of training and development practices on employee's performance at Public Spinning Mills in Rajapalayam district has been conducted to yet. As a result, the research will investigate effectiveness of training and development on employee performance in selected public spinning mills in Rajapalayam district, in order to fill the research gap.

RESEARCH QUESTIONS

In light of the aforementioned goals, an attempt has been made to find solutions to the following questions.

1. Are there opportunities for employees' growth and development?
2. Are the employees' training programmes relevant to their job requirements?
4. Are the training and development initiatives enough for staff development?

OBJECTIVES OF THE STUDY

1. To identify employee training needs in selected public sector spinning mills in the Rajapalayam Districts.
2. To investigate employee attitudes toward training and development strategies.
3. To assess the training and development practices influence on employee performance.
4. To determine impact of socio-demographic variables on training and development practices.
5. To suggest recommendations for ways to improve the current efficacy of T&D processes.

The study will evaluate a variety of population-based criteria that are mutually exclusive and collectively exhaustive. The constructive and outcome-oriented methodology would be recommended to the selected spinning mills for assessing training and development procedures and, as a result, evaluating employee performance. The study's findings and recommendations, if implemented, will result in long-term performance improvements, which could be linked to the investment made by spinning mills in various training programmes.

II. Review of literature:

Training and Development Practices:

Vikas Kumar, Sokol Celso, and Naveen Kumar Jain (2019) Rapid internationalisation allows businesses to gain access to international markets quickly, but it also limits their potential to expand. We explore the importance of bonding, leverage, and learning skills in the software services business in the context of India's rising economy. Sourav Gangopadhyay, 2019 As the majority of construction companies in India grows, so does the availability of effective employees. However, there is a great deal of dissatisfaction among construction company employees in India, leading to a higher employee attrition rate.

Sothy, C (2019) Because of a lack of effective personnel training and development, most private high schools today is underperforming. According to the findings of the study, training & development helped new workers learn the skills they need to accomplish their jobs, resulting in increased productivity and successful succession planning that is linked with school goals.

Bin Latif's Wasib (2003) A company's most important asset is its workforce. Workers that are well-trained are essential to any company's ability to carry out its mission. According the findings, businesses should give required training programmes for all employees and dynamically monitor and make them mandatory. Janes O. Samwel, Ph.D. (2018) Employee training is an unavoidable part of every organization's success, and it should not be undervalued. To reach their aims and objectives, drilling businesses want staff who are well-trained, skilled, and experienced.

OluwaseunOduwusiOyewole (2018) Employee training and development is examined as a model of organisational performance and effectiveness in this essay. Training and development have a favourable association and a statistically meaningful impact on employee performance and effectiveness, according to the numerous papers evaluated on the subject, and can help a business grow and succeed.

Avinash Panwar, 2018. It's critical to research how and where lean methods are most required to impact production and business performance before opting to use them. When lean thinking must be examined in a production setup other than the traditional, repetitive, high volume, merchandise trade, and quiet manufacturing setting, such research becomes essential. Mohammed WamiqueHisam, Shouvik Sanyal (2018) According to the findings of their research, there is a substantial link between learning & growth procedures and employee performance in specific banking organisations. There is a positive correlation between employee performance with training and development techniques

Employee Performance:

Omar, 2020, conducted research to determine the link between training and organisational performance. Service sector's numerous training sessions and programmes are being carried out effectively, as they have an impact on organisational performance. Raja Irfan Sabir (2014) The investigators looked at the relationship between several variables such as training, compensation, feedback, and job involvement, as well as their impact on employee

productivity. The outcome also meets the importance of instrument dependability. Ployhart (2014) conducted research using a combination of planning, economics, and practical psychology to determine how a company may improve employee production, performance, and competitive advantage.

Gidey (2020) investigated the impact on training on the performance of Ethiopian commercial bank employees. The main goal of training business development is to increase employee performance by providing them with the necessary skills and information. According to Ahmad Ali-Nuseirat, 2014, the fundamental goal of any training programme is to build a firm and robust qualified workforce in both the private and governmental sectors. Human resources are an organization's most valuable asset, and their strength and weakness determine the organization's fate.

Gidey (2016) discovered that the following elements influence employee performance: work-life balance, experience, management contact, objectives, and goals. Experience is vital because it allows people to feel at ease at work because they are familiar with the kind of jobs they have done in the past. According to H.Vasudevan, 2014, training instils and updates knowledge, expertise, and attachment to the organisation, resulting in a robust and strong organisation. Muhammad Imran, in 2015, proposed a formula for performance: $\text{Performance} = \text{Motivation} \times \text{Declarative Knowledge} \times \text{Procedural Knowledge}$, based on the input of training to an organization's employees and innovation, which enhances performance by minimising wastage, pilferage, and various costs.

III.Theoretical Framework:

The primary goal of this study is to build and evaluate a theoretical model that is supported by existing theories (such as performance enhancement and expectation theory) and research on the relationship between training practices and employee performance. The primary variables for analysis in the study include socio-demographic values, employee attitudes, training needs towards training and development practices. On the one hand, these are the independent variables, and on the other, the improvement in employee performance toward training is the dependent variable. It's investigated how and how much the independent variables influence the dependent variable. The following is the proposed conceptual research model, which depicts the research process:

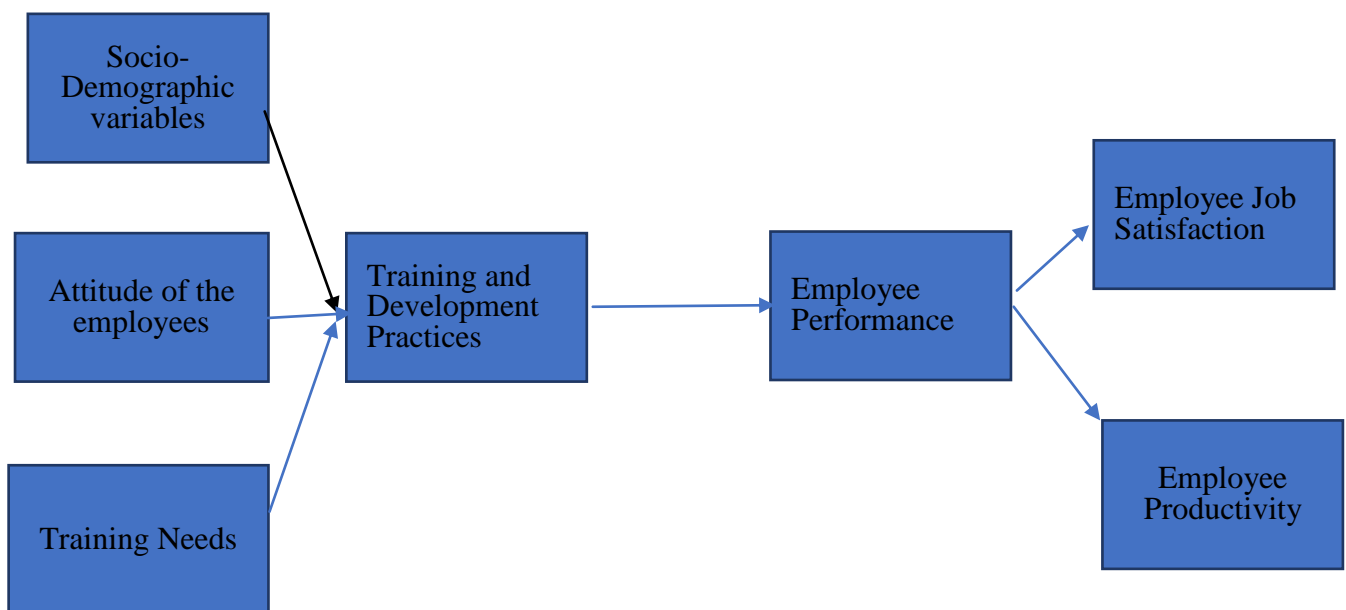


Figure no.1 Proposed Conceptualized Research Model

Hypothesis

- H1 There is significant relationship between social demographic values with training and development practices and employee performance.
- H2 There is a significant difference between the attitudes of employees towards training and development practices
- H3 There is significant positive impact on the training needs and Training & development practices
- H4 There is significant positive impact of training and management development programs on the Employee Performance.
- H5 There is significant Positive impact of employee performance on employee Job satisfaction
- H6 There is significant Positive Impact of employee performance on employee productivity.

RESEARCH CONSTRUCTS

The two constructs used in this study were Training and Development Practices and Employee Performance. The structures are described one by one in

this section. Training and development Practices towards employee performance. There are three constructs that form a Socio- Demographic Values, attitude of employees, Training Needs. These constructs are measured by 16 items among which each construct is formed with minimum of five items. Employee performance is the dependent variables of the study. There are two constructs that form a Job Satisfaction, and Employee Productivity. These constructs are measured by 20 items among which each construct is formed with minimum of five items

IV. Research Methodology:

It's the study plan that allows you the most control over the variables that could influence the outcome. The descriptive research method was chosen by the researcher because it summarises the findings of the topic researched, as well as the characteristics and nature of the respondents. The explanatory research strategy was chosen because it tests the researcher's hypotheses and provides systematic evidence supporting (or disconfirming) these initial views. The three spinning mills under the administration of Rajapalayam, District are the study's target population. Purposive sampling technique was used to choose a sample of three spinning mills with an installed spindle capacity of more than 35,000 spindles each, with a sample size of 30%.

The researcher intends to distribute more than the required minimum sample size; thus 200 questionnaires were collected from employees in order to achieve a suitable number of study target samples. For this study, the Simple Random Sampling Method was used to sample. Open-ended questions were used in the questionnaire, and an expert survey was used. The instrument is organised into three sections: the first deals with the respondents' demographic profile, the second with training and development practises, and the third with solely scaled measurements of employee attitudes toward training and development and their impact on employee performance. Closed ended questions, a five-point Likert scale, and ranking questions make up the second section of the instruments, which are used to measure nominal, ordinal, and interval data.

An exploratory factor analysis is performed independently for each construct, and certain items in the scale are deleted to increase the variation explained. The number of items in the scale and the final dependability measures are listed in Table 1.

S.No	CONSTRUCTS	No of Items	Cronbach alpha Value
1	Socio-Demographic values	5	.775
2	Attitude of the employees	5	.793
3	Training Needs	5	.904
4	Job Satisfaction	5	.915
5	Employee Productivity	5	.904

NORMALITY

Normality refers to how closely the sample data resembles the normal distribution (Hair, Black, Babin, Anderson, & Tatham, 2012), i.e. how bell-shaped the data should look graphically. The T and F statistics are based on the assumption of normality. Graphs and statistical tests can both be used to verify for normality.

A histogram will provide a clear representation of the data distribution for small samples; however, for large samples, the normal probability plot must be verified. It compares the actual data values' cumulative distribution to the normal distribution's probability density (Hair et.al, 2012). The normal probability plot (normal p-p plot) was used to visually verify the data in this study, and it was evident that all of the plots showed normal distribution, motivating us to continue on to statistical analysis. Data analysis, both univariate and multivariate.

V. Data Analysis and Interpretation

The findings of this research study and the subsequent evaluation carried out on the responses reflect the key areas of training and development and its challenges on employee performance, motivation, retention and morale. The data analysis was done based on the one-wayanova test to know the effectiveness of the training practices and with employee performance. We have used statistical tool SPSS software for analysing the data.

ONE WAY ANOVA - IMPACT OF AGE ON TRAINING AND DEVELOPMENT PRACTICES										
Training and Development Needs		Sum of Squares	df	Mean Square	F	Sig.	Post hoc Result			
							21-30	51-60	41-50	31-40
socio Demographic Values	Between Groups	6.891	2	3.446	35.102	.000	3.76	3.93	4.1	4.25
	Within Groups	68.418	697	.098						
	Total	75.309	699							
Attitude of employees	Between Groups	1.170	2	.585	3.266	.039	3.98	4.07	4.1	4.30
	Within Groups	124.897	697	.179						
	Total	126.067	699							
Training Needs	Between Groups	1.170	2	.585	3.266	.039	3.98	4.07	4.1	4.30
	Within Groups	124.897	697	.179						
	Total	126.067	699							

From the above table, it can be observed that age is assessed and compared with training and development needs. The age is compared with three constructs of the training and development practices i.e Socio-demographic values, Attitude of employee and Training needs.

H_{1a}: The age has significant difference on Socio-demographic values

Thus, from the above analysis we can conclude that Socio-demographic values is not the same for all Age group . . It is understood from the F-test results $F(2) = 35.102$, $P > 0.001$. so, the hypothesis is accepted. The post-test reveals that sense making potential is lower at the age group of 21-30 ($p = 3.76$) as compared to the age group 51-60 ($p = 4.25$) . Thus, there is significant difference impact of age on Socio-demographic values.

H_{1b}: The age has significant difference on Attitude of employee

Thus, from the analysis we can conclude that Attitude of employee is not the same for all age. . It is understood from the F-test results $F(2) = 3.266$, $P > 0.05$. so, the hypothesis is accepted. The post-test reveals that Attitude of employee is lower at the age group of 21-30 ($p = 3.98$) as compared to the age group 31-40 ($p = 4.30$). Thus, there is significant difference impact of age on Attitude of employee

H_{1c}: The age has significant difference on Training needs

we can conclude that Training needs is not the same for all age. . It is understood from the F-test results $F(2) = 3.266$, $P > 0.05$. so, the hypothesis is accepted. The post-test reveals that Training needs is lower at the age group of 21-30 ($p = 3.98$) as compared to the age group 31-40 ($p = 4.1$). Thus, there is significant difference impact of age on Training Needs.

ONE WAY ANOVA - IMPACT OF AGE ON EMPLOYEE PERFORMANCE										
Employee Performance		Sum of Squares	df	Mean Square	F	Sig.	Post hoc Result			
							21-30	51-60	41-50	31-40
Employee job satisfaction	Between Groups	24.801	2	12.400	38.680	.000	3.4	3.5	4.14	4.24
	Within Groups	223.451	697	.321						
	Total	248.251	699							
	Within Groups	498.494	697	.715						
	Total	574.157	699							
Employee Productivity	Between Groups	28.133	2		46.323	.000	3.36	3.69	4.08	4.18
	Within Groups	211.648	697							
	Total	239.781	699							

H_{2a}: There is a significant difference between age and Job satisfaction

Job satisfaction in the platform is not the same for all the age group. . It is understood from the F-test results $F(2) = 38.680$, $P > 0.001$. so, the hypothesis is accepted. The post-test reveals that Job satisfaction is lower at the age group of 21 to 30 years ($p=3.4$) as compared to the age group of above 31-40 ($p=4.24$) . Thus, there is significant difference between of Job satisfaction for all the age groups .

H_{2d}: There is a significant difference between age and employee productivity

employee productivity is not the same for all the age group. . It is understood from the F-test results $F(2) = 46.33$, $P > 0.001$. so, the hypothesis is accepted. The post-test reveals that employee productivity is lower at the age group of 21 to 30 years ($p=3.36$) as compared to the age group of above 31-40 ($p=4.18$) . Thus, there is significant difference impact of age group on employee productivity.

VI. Discussion:

It is understood from the F-test results $F(2) = 35.102$, $P > 0.001$. so, the hypothesis is accepted. The post-test reveals that sense making potential is lower at the age group of 21-30 ($p= 3.76$) as compared to the age group 51-60 ($p=4.25$) . Thus, there is significant difference impact of age on Socio-demographic values. It can be observed that significance value is 0.039 (i.e $p=0.013$) it is reported P value is below 0.05 and therefore, Age and attitude of employee has difference in value of mean. Thus, from the above analysis we can conclude that Attitude of employee is not the same for all age. It is understood from the F-test results $F(2) = 3.266$, $P > 0.05$. so, the hypothesis is accepted.

Training needs is not the same for all age. . It is understood from the F-test results $F(2) = 3.266$, $P > 0.05$. so, the hypothesis is accepted. The post-test reveals that Training needs is lower at the age group of 21-30 ($p= 3.98$) as compared to the age group 31-40 ($p=4.1$) . Thus, there is significant difference impact of age on Training Needs. It is understood from the F-test results $F(2) = 38.680$, $P > 0.001$. so, the hypothesis is accepted. The post-test reveals that Job satisfaction is lower at the age group of 21 to 30 years ($p=3.4$) as compared to the age group of above 31-40 ($p=4.24$) . Thus, there is significant difference between of Job satisfaction for all the age groups.

Thus, from the above analysis we can conclude that employee productivity is not the same for all the age group. . It is understood from the F-test results $F(2) = 46.33$, $P > 0.001$. so, the hypothesis is accepted. The post-test reveals that employee productivity is lower at the age group of 21 to 30 years ($p=3.36$) as compared to the age group of above 31-40 ($p=4.18$) . Thus, there is significant difference impact of age group on employee productivity.

VI. Suggestion:

There should be effective communication between the management and the training system. They should form a separate committee to meet the day-to-

day training facilities available for the garment workers. The committee should meet periodically to decide training priorities, plans and for review. The management must identify the needs of training among the workers. On this basis training must be provided to the workers. The training programme should cover factors which enhance one's personal effectiveness in his/her work besides extending certain methods which when applied, the trainee could perform in his/her jobs more accurately and quickly.

The managements should compare the effectiveness of training in increasing productivity, that is, pre-training productivity and post-training productivity could be compared through appropriate experimental research design. The training program's objectives must be in connection with the trainees' needs, and they must be explained clearly to them so that they can be achieved. Training programmes should be held at regular intervals to keep employees up to date on new technology and assist them enhance their performance.

VII. Conclusion:

The study examines the effectiveness & limitations of training and development opportunities implemented in the Rajapalayam district's selected public spinning mills. The purpose of this study is to assess the effectiveness of the chosen three spinning mills' training and development programmes. Organizations typically invest heavily in their human capital in order to meet their training demands and enhance their skills in general by establishing training programs/modules to align their capabilities with the changing needs of the world, resulting in a competitive advantage. This study's findings illuminate the successful and compatible elements of staff development by combining and modelling quality parameters with a training module to cover both mixed method aspects. Mills training and employee advancement are inextricably tied to managerial competitive advantage. The effectiveness of giving training for higher level executives (Senior positions) of the spinning industry and its impact could be attempted. Such an attempt could focus on the directions that senior executives could give to improve productivity.

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