



Effectiveness of Training and Development

Ramyashri A¹, Dr. Vijayakumar M², Syed Asrar Ahmed³

II MBA Student¹, Associate Professor², Research Scholar³

^{1,2,3}Department of Management Studies, S.R.M Institute of Science and Technology, Chennai, India

ABSTRACT

Training is a process of acquiring skills, knowledge, and experience from trained professionals on a certain topic and is time bounded. Training is about transferring specific goals to the people who require training on a certain matter. It acts as a supporting pillar for improving the performance of the person on that topic and helps in developing core competency skillset. The study was made at Manufacturing Organization on the topic 'Training and Development system followed by the Organization and its impact on the performance levels of the employees'.

1. Introduction

1.1 Introduction

The process of providing employees with the fundamental abilities, skills, and knowledge they need to perform better as well as the additional fundamental knowledge required to advance the talents, they have already learned via experience is known as training. Also, the procedure is ongoing. When employees are properly trained, they can keep up with the pace of industry changes, try to go above and beyond what is expected of them, and achieve exceptional output.

1.1.1 The significance of training and development programs

- Skill-building
- Employee retention
- Performance improvement and career growth
- Competitive edge and knowledge sharing

1.1.2 Variables Used

- Effectiveness of training and development program
- Environment
- Benefits and expectations
- Training needs and objectives
- Behaviour
- Training program content

1.2 Objectives of the study

- Analyse the pros and cons of training and development program in the organisation.
- The efficiency of the development and training programme at the Organisation is the focus of the study.
- Benefits of training and development program from the organization as well as employees perceptiveness is analysed.
- How training and development create an impact on employee behaviour is analysed.

2. Review Literature

Effectiveness Of Training and Development Program

- (Sarkar, 2013) This study looks at how Indian businesses assess their training needs for competency-based training. Employee competency, performance, and competency-based training need assessment are considered.
- (Raza, 2014) The study explains how training and development affect how well a company operates. The oil and petrol industry's organisational performance has been proven to benefit from training and development initiatives, according to the author.
- (Neelam Tahir, 2014) The focus of the study paper is "the effect of training and development on workers' productivity and performance. United Bank Ltd, Peshawar City, KPK, Pakistan: a case study ". The study identifies a link between employee training and development and how performance and productivity are related to it.
- (Md. Mobarak Karim, 2019) The impact of training and development on employee performance is the subject of a quantitative study to determine how the training and development programme has an impact on the performance levels of employees at a large manufacturing company in Pakistan.

Training Need Recognition

- (BAKAR, JUNE 2015) The impact of training needs assessments on employee performance is a topic covered in the essay.
- (Ejakait, 2016) The impact of training needs assessments on employee performance is a topic covered in the essay.
- (Ludwikowska, 2018) The research article examines the impact of training needs analysis on worker productivity. This aids in enhancing certain information, abilities, and attitude. By a review of training needs, the study's main goal is to close the gaps.
- (Mahmud, 2019) The study is concerned with the connection between employee performance and the determination of training needs. Assessment of training needs aids in developing knowledge, abilities, and attitudes.
- (Elsafty, 2022) The private sector in Egypt conducted a study on the benefits of training programmes for keeping personnel. The study shows a strong correlation between staff retention and the training programme. Job satisfaction helps in employee retention.

Content

- (Dongsong Zhang a, 2006) In recent years, using e-learning platforms has become more widespread, and these systems often allow users to communicate directly with the trainer. They can also raise questions and get answers. Platforms for online learning have made it feasible to get individualised real-world experience.
- (Alhejji, 2013) The application of diversity training programmes in organisations was the subject of research. Diversity education benefits an organisation.
- (Chun-Fang Chiang, 2018) The research articles describe how job satisfaction encourages individuals to commit to continuing to work for the same company.
- (Brian C. Holtz, 2020) The paper examines the creation, delivery, and systemic implementation of a leadership training programme. The study's findings indicate that when the program's design is considered, its goal, facilitator, training technique, etc. How it affects the organisation and is implemented at work.

Environment

- (Raquel Velada, 2017) Factors that affect training transfer are discussed in the article. While transferring knowledge through these training programmes, the way the programme is designed, the behaviour of the trainees, the workplace environment, and the efficacy of the programme all play a significant role.
- (Machteld van den Heuvel, 2020) The study examined whether training could aid in helping workers adjust to organisational change.
- (Birch, 2009) Institutions now implement e-learning environments to force employees to master a variety of skills beginning with leadership roles and institutional support systems. The study focuses on addressing learners' needs. The barriers are the need to adopt and modify a mindset that impacts the environment of online learning.

Benefits

- (Veena Tewari Nandi, 2017) Training and development, organisational commitment, and turnover intentions in SMEs are the subjects of the study article.
- (Malek, 2018) In the healthcare industry, the study articles look into the connection between management training intentions and staff turnover.
- (Susan Dean, 2019) The study focused on the soft skills needed in the workforce of the twenty-first century.

- (Papos, 2019) Training and development initiatives have a positive effect on job satisfaction levels and employees' dedication to their jobs. After receiving training, people are more dedicated to their jobs and report higher levels of job satisfaction.

Behaviour

- (Eunju Choi, 2018) The study paper examines how emotional reactions and work performance are affected by positive and negative feedback for both individuals and organisations.
- (Omokojie, 2021) The training course improves productivity, inspires workers, and raises levels of job satisfaction.
- (Fatema Akter Jeni, 2021) An empirical investigation of the effect of training and development on worker productivity and performance was conducted on the private bank of Bangladesh's Noakhali region.
- (Mohd Arwaba, 2022) Investigating how performance is impacted on the basis of the Indian tourism industry looks at the impact of training and development on employees' performance.
- (Watts, 2020) The study article examines the advantages that a business can achieve by applying ethics training. It improves an organization's reputation, which aids in luring clients, financiers, and skilled workers. These are the study's conclusions.

3. Research Methodology

3.1 Descriptive research design

A descriptive research design is a style of research that tries to fully explain and offer a picture of a certain phenomenon, circumstance, or population. And an elaborative study helps in analysing all aspects of the topic.

3.2 Primary data

Primary data is defined as first-hand information that is gathered from its original source, usually by investigation or observation. On this research topic, employees are the primary source of data.

3.3 Population/sample size

Population

The term "population" often refers to the entire group of people or things that the researcher is interested in and that they have in common. The total population size is 500.

Sample size

The sample size is from the total population approximately 10% of the people are selected in random and data is collected from them to find out solutions. The total sample size considered is 115.

3.4 Sampling technique

Probability sampling

A sampling technique known as probability sampling gives each participant of the population a fair opportunity of being chosen for the sample. As a result, the sample is ensured to be roughly representative of the population.

Simple random sampling

All members of the target group has an equal opportunity of being chosen for the sample using the simple random sampling technique.

3.5 Tools for data analysis and data collection

The data analysis portion of Spss makes use of methods like Chi-square, correlation, Anova, reliability test, and normality test. Assessing the association between two category variables is the focus of chi-square. Correlation gauges how closely related variables are. To compare the means of two or more populations, an Anova is utilised. Google forms is used to collect the data.

4. Statistical Tools and Analysis

Reliability Test - A research study's or measuring test's consistency is referred to as reliability in this context. It demonstrates how reliable and practical the outcomes are, as well as how they are unaffected by mistakes or outside influences.

Case Processing Summary

		N	%
Cases	Valid	115	100.0
	Excluded ^a	0	.0
	Total	115	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.776	.816	31

Interpretation - We can observe that Cronbach's alpha for this sample is 0.776, indicating an acceptable degree of internal uniformity for our scale.

Normality Test - The purpose of a normality test is to determine the distribution strategy used when gathering data.

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
idf_trainingneed	.095	107	.019	.978	107	.077

a. Lilliefors Significance Correction

Interpretation - The effectiveness and need for recognition of training and development were the two variables tested for normality. We may infer that the "idf_trainingneed" of this specific subset of people is normally distributed because of the Sig. the value found in the Shapiro-Wilk field is 0.077, a value greater than 0.05.

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
idf_benefitstraining	.075	104	.178	.984	104	.243

a. Lilliefors Significance Correction

Interpretation - The effectiveness and benefits of training and development were the two variables tested for normality. We may infer that the "idf_benefitstraining" of this specific subset of people is normally distributed because of the Sig. the value found in the Shapiro-Wilk field is 0.243, a value greater than 0.05.

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
idf_behaviourtraining	.123	104	.001	.976	104	.052

a. Lilliefors Significance Correction

Interpretation - The effectiveness and behaviour of training and development were the two variables tested for normality. We may infer that the "idf_behaviourtraining" of this specific subset of people is normally distributed because of the Sig. the value found in the Shapiro-Wilk field is 0.052, a value greater than 0.05.

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
idf_facilities	.081	104	.087	.979	104	.091

a. Lilliefors Significance Correction

Interpretation - The effectiveness and facilities of training and development were the two variables tested for normality. We may infer that the "idf_facilities" of this specific subset of people are normally distributed because Sig. the value found in the Shapiro-Wilk field is 0.091, a value greater than 0.05.

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
idf_content	.073	103	.200	.979	103	.095

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Interpretation - The effectiveness and content of training and development were the two variables tested for normality. We may infer that the "idf_content" of this specific subset of people is normally distributed because of the Sig. the value found in the Shapiro-Wilk field is 0.095, a value greater than 0.05.

Correlation – Training Needs Recognition with Effectiveness of The Training and Development Program

- Null hypothesis: Training needs recognition have no negative impact on the effectiveness of training and development programs.
- Alternative hypothesis: Training needs recognition has a negative impact on the effectiveness of training and development programs.

Correlations

Correlations

		TrainingNeed Recognition	Trainingandde velopmenteffe ctiveness
TrainingNeedRecognition	Pearson Correlation	1	.184 [*]
	Sig. (2-tailed)		.049
	N	115	115
Traininganddevelopente ffectiveness	Pearson Correlation	.184 [*]	1
	Sig. (2-tailed)	.049	
	N	115	115

*. Correlation is significant at the 0.05 level (2-tailed).

Interpretation – A Pearson product-moment correlation was performed to investigate training need recognition and the effectiveness of the raining and development program. The findings showed a small positive correlation between the two variables ($r = .184$, $n = 115$, $p = .049$) This indicates that there is no negative impact on the effectiveness of training and development programs. Null hypothesis is accepted.

Correlation – Employee Behaviour with Effectiveness of The Training And Development Program

- Null Hypothesis: Employee behavior does not significantly impact the organization negatively.
- Alternative Hypothesis: Employee behavior significantly impacts the organization negatively.

Correlations

		Trainingandde velopmenteffe ctiveness	Behaviour
Traininganddevelopente ffectiveness	Pearson Correlation	1	.339**
	Sig. (2-tailed)		.000
	N	115	115
Behaviour	Pearson Correlation	.339**	1
	Sig. (2-tailed)	.000	
	N	115	115

** . Correlation is significant at the 0.01 level (2-tailed).

Interpretation – A Pearson product-moment correlation was performed to investigate employee behaviour and the effectiveness of the training and development program. The findings showed a small positive correlation between the two variables ($r = .339$, $n = 115$, $p = .000$) This indicates that there is no negative impact on the effectiveness of training and development programs. Null hypothesis is accepted.

Chi-square – Work Experience with An Overall Productivity Level

- Null Hypothesis: Work experience in an organization does not promote greater learning, does not produce devoted workers, and does not raise levels of general production.

Alternative Hypothesis: Workplace experience fosters better learning, develops devoted staff members, and boosts overall productivity.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.458 ^a	12	.410
Likelihood Ratio	13.424	12	.339
Linear-by-Linear Association	1.762	1	.184
N of Valid Cases	115		

a. 15 cells (75.0%) have expected count less than 5. The minimum expected count is .02.

		Value	Approx. Sig.
Nominal by Nominal	Phi	.329	.410
	Cramer's V	.190	.410
N of Valid Cases		115	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Interpretation - The corresponding p-value of the test statistic is $p = 0.410$. Since the p-value is greater than our chosen significance level (0.05), So null hypothesis is rejected. And alternate hypothesis is accepted.

Anova – Adaptation to Technology with Online Training Program

- Null hypothesis: Technology implementation does not create a negative impact on online training and development program.
- Alternative hypothesis: Technology implementation creates a negative impact on online training and development program.

ANOVA

I think it would be simple to deliver a full course through Zoom calls, Microsoft teams, etc.
Do you agree with this statement?

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.496	4	.624	.960	.432
Within Groups	71.469	110	.650		
Total	73.965	114			

Interpretation - The corresponding p-value of the test statistic is $p = 0.432$. Since the p-value is greater than our chosen significance level (0.05), So null hypothesis is rejected. And alternate hypothesis is accepted.

5. Suggestions

- Training programs lack specific training objectives that must be achieved, making it difficult to track the results of the training.
- Only the supervisor, manager or HR decides on the training program in this organization, and the performance review is not taken into account when adjusting the training and development programme.
- Randomly executed training and development programs are not very useful; it is preferable to have organized training sessions.
- Given that it provides practical experience, the hands-on training program can enhance the value of the training sessions.

Conclusion

- Due to their many advantages, training and development programmes have become a crucial component of every organisation. Conducting well-planned and implemented training programmes has proven to have many advantages, including greater productivity, a positive attitude towards work, an improvement in staff skill sets, and a promotion of overall employee growth, supports employee retention and loyalty.
- Aids in gaining a competitive edge in the market. Additionally, companies that value their employees tend to endure in the market for a long time.
- The rising use of digital and technological platforms is the current trend in training and development programmes for businesses. Organisations are turning to technology to provide training and development programmes to employees as remote employment and virtual teams become more common.
- The adoption of microlearning, which entails presenting training material in brief, manageable bits, is currently popular. Because it accommodates workers' hectic schedules and short memory spans.

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