International Journal of Research Publication and Reviews

The nexus among prerequisites of training and development program, effectiveness of training and development program and employee job performance

Venkatesh Palla [1], Ankaiah Batta[2]

[1] Department of Management Studies, Narayana Engineering College (Autonomous), Gudur

[2] Assistant Professor, Department of Management Studies, Narayana Engineering College (Autonomous), Gudur

ABSTRACT:

This research aims to explain three important aspects of Training and Development programs within organizational contexts. To identify the essential prerequisites necessary for the success of T&D initiatives, exploring factors such as organizational support, clear objectives, and resource allocation. It seeks to examine the impact of T&D programs on Employee Job Performance (EJP), investigative dimensions such as productivity, skill enhancement, job satisfaction, and employee engagement. The study aims to evaluate the factors influencing the effectiveness of T&D initiatives in humanizing overall job performance, including training content, delivery methods, managerial support, organizational culture, and employee motivation. Through a holistic test of these interrelated elements, the research intends to provide precious insights for organizations seeking to plan and employ effective T&D strategies helpful to improved employee performance and organizational success.

Introduction:

Employee training and development includes any activity that helps employees acquire new, or improve existing, knowledge or skills. Training is formal processes by which talent development professionals help individuals improve performance at work. Development is the acquisition of knowledge, skill, or attitude that prepares people for new directions or responsibilities. Training is one specific and common form of employee development; other forms include coaching, mentoring, informal learning, self-directed learning, or experiential learning.

Review of literature:

1. According to Devi & Shaik, (2012)- conveys training as being present-day oriented; with a focus on individuals' current jobs, enhancing specific skills and abilities to immediately perform their jobs. While employee development has a holistic view, focused on enhancing behaviours, improving performance and future jobs of the organisation.

2. According to Arnoff (1971) -T&D is the driving force to employee initiative and creativity, which also assists in preventing manpower obsolescence, due to age, attitude or employees inability to adapt to technological changes.

3. According to Obisi (2001) -described T&D as a process through which the skills, talent and knowledge of an employee is enriched.

4. According to the Michel Armstrong (2001), -"Training is systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job".

5.According to Warnich et al., (2014)-T&D is of paramount importance as it gains competitive advantage for an organisation over its competitors and aids employees to better perform at their jobs Also, allowing organisations to compete in the new economy and to meet the ever changing challenges of the world of work.

6.Elnaga & Imran, (2013) classified performance into five elements namely: planning, monitoring, developing, rating and rewarding. In the planning stage, Planning means setting goals, developing strategies, and outlining tasks and schedules to accomplish the goals

7.According to Aguinis & Kraiger, (2009) -defines training as "the systematic approach to affecting individuals' knowledge, skills, and attitudes in order to improve individual, team, and organisational effectiveness".

8.According to Vemic, (2007) -that the practice of T&D, effective management of human resource (HR) promotes a continual knowledge and skills transfer, proactive behaviour and knowledge innovation.

9.According to Tahir, et al., (2014-) stated that in pursuit of organisational goals, T&D practices are not only beneficial to the organisation but to the employees at large

10.According to Kinicki & Kreitner, (2007)- observed that happy and satisfied employees have a higher performance, therefore making it easy for management to motivate them thus attaining the firm targets

Objectives

1. To identify the essential prerequisites for successful Training and Development programs.
2. To study the impact of Training and Development programs on Employee Job Performance.
3. To assess the factors influencing the effectiveness of Training and Development initiatives in improving job performance of employees

Scope of the study:

In every organization having three levels of management it includes Top level management, Middle level management and Lower level management. In my study i need to consider Middle level a Lower level management.

Need/Importance of the study:

Training and development are critical for individuals and organizations alike. These programs enhance skills, boost productivity, and increase employee engagement and satisfaction. By investing in training, organizations help employees adapt to change, improve quality of work, and promote innovation. Moreover, well-trained employees contribute to risk management, career development, and overall organizational growth. Training develops confidence, fosters a positive work environment, and ensures that businesses remain competitive and successful. It's not just a perk; it's a strategic necessity in today's dynamic workplace.

Statement of the problem:

The title entitled to "A Study on Training and Development practices in cifal herbal company.

Research methodology &design:

Data sources: I collect data from using primary data sources. I majorly focus on questionnaire for data collection.
Sample size: The total population in organisation is 300 from that i taken sample size of 150 members.
Sampling Technique: I conduct simple random sampling method for sample size. It comes under Probability sampling. Where the population is defined in that time the probability sampling is using.
Statistical Technique: In the process of analyzing data taken descriptive statistical technique tools frequency calculation for using percentage method.

Data analysis &interpretation:

1. The current training programs adequately cover the skills required for my job role.
Job Role: Job Role is nothing but a position or title for a particular job in the organization. The job role plays a prominent role in individual employee work life. Before recruit the candidate based on individual skills and knowledge the job role is assigned to that individual employee. The job role position plays a major role in terms of achieving organizational goals and objectives. The better candidate having a management job role it leads to motivating the employees and solving the conflicts between the employees. From the below table 4.1 explains the employee opinion on skills required for their job role.

Table 4.1: The opinion of employee on skills required for their job role

S.No	Opinion	Respondents	Percentage
1	Strongly Disagree	10	7
2	Disagree	15	10
3	Neutral	25	17
4	Agree	40	27
5	Strongly Agree	60	40
Total		150	100

Graph 4.1: Graphical representation of opinion of respondents regarding skills required for their job role
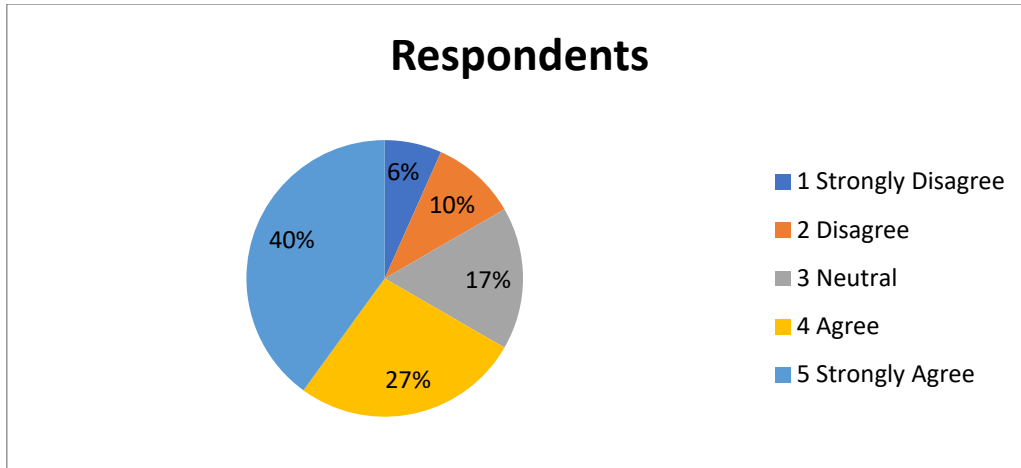
Interpretation: From the above graph reveals that out of 150 sample respondents the majority of 60(40%) respondents are strongly agree to the current training programs are adequately cover the skills required for their job role by 40(27%) of respondents are agree and 25(17%) of the respondents are neutral to the current training programs are adequately cover the skills required for their job role and 15(10%) of respondents are disagree and 10(7%) respondents are Strongly Disagree to the current training programs are adequately cover the skills required for their job role.

Conclusion: :- It is witnessed from the analysis that the majority 40% of the respondents are Agree to the current training programs are adequately cover the skills required for their job role.

2. I believe that more training would significantly improve my productivity.

Productivity: Productivity is nothing but the output of the manufacturing department which is calculated on hour, shift and day basis. The output is depends upon the latest technology adaptation and skilled employee recruitment. They acquire latest machinery and skilled employees it returns more output and less wastage of raw material. Table 4.2 explains the opinion of employees regarding training on productivity.

Table 4.2: The opinion of employees regarding impact of training on productivity.

s.no	Opinion	Respondents	Percentage
1	Strongly Disagree	12	8
2	Disagree	17	11
3	Neutral	28	19
4	Agree	48	32
5	Strongly Agree	45	30
Total		150	100

Graph 4.2: Graphical representation about the opinion of employees regarding impact of training on productivity.
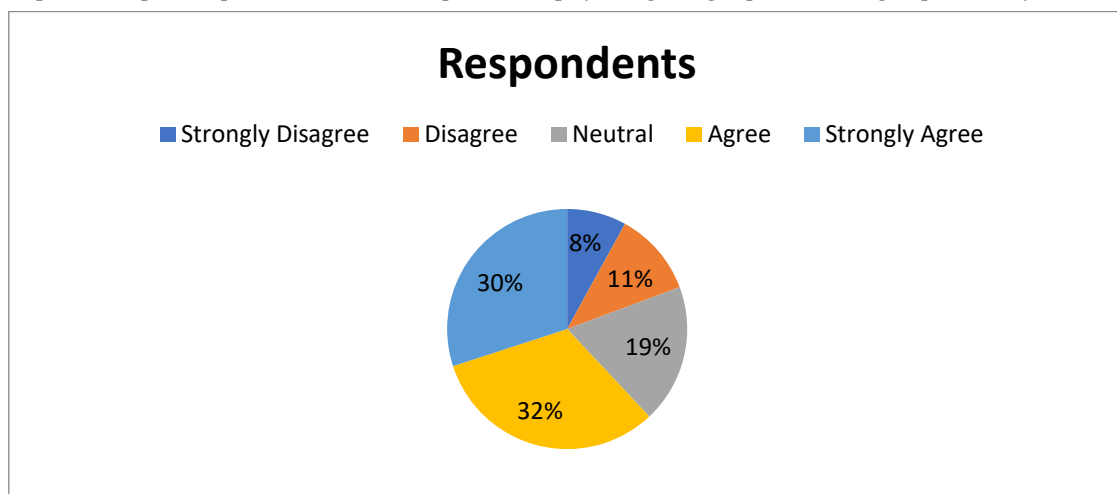
Interpretation: From the above graph reveals that out of 150 respondents the majority of 48(32%) respondents are agree to the training program is significantly increase their productivity in the organization by 45(30%) of respondents are strongly agree and 28(19%) of respondents are neutral to the

training programs significantly increase their productivity and 17(11%) of respondents are disagree and 12(8%) of respondents are strongly disagree to the training program significantly increase their productivity.

Conclusion: - It is witnessed from the analysis that the majority 32% of the respondents are Agree to the training programs is significantly increase their productivity.
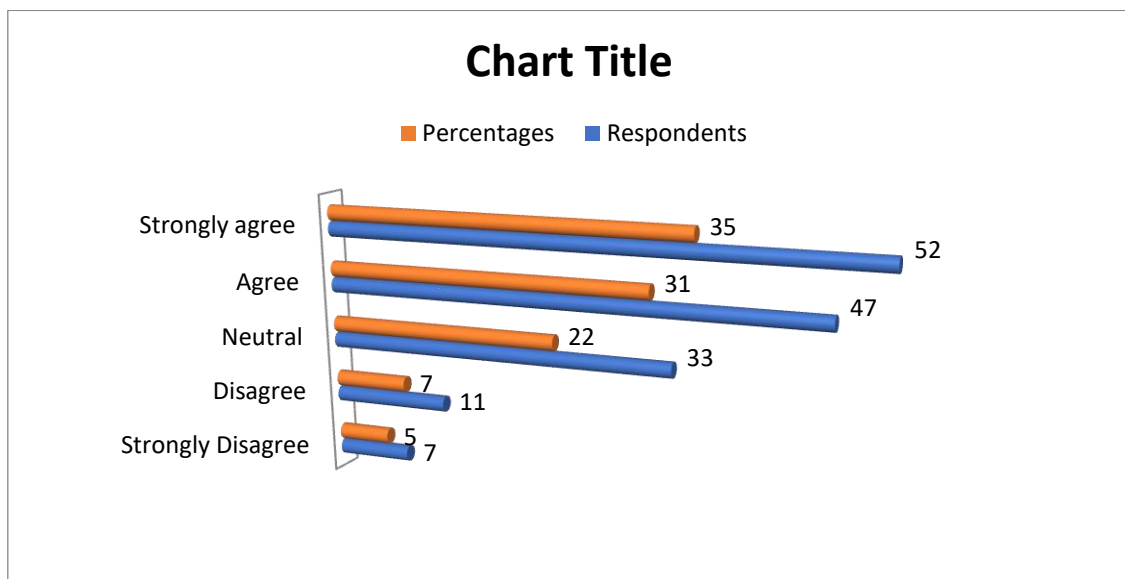
3. The training materials was well-organized and easy to understand.

Training materials: Training materials typically include various resources designed to educate and develop skills in a particular subject or field. These materials can range from textbooks and workbooks to videos, slideshows, interactive presentations, simulations, and online courses. They often incorporate a combination of text, images, diagrams, and exercises to engage learners and reinforce concepts. The effectiveness of training materials depends on their relevance, clarity, interactivity, and alignment with the learning objectives. Table 4.3 explains the opinion of employees regarding training materials in the training.

Table 4.3: The opinion of employees regarding training materials in the training.

S.No	Opinions	Respondents	percentage
1	Strongly Disagree	7	5
2	Disagree	11	7
3	Neutral	33	22
4	Agree	47	31
5	Strongly Agree	52	35
Total		150	100

Graph 4.3: Graphical representation on the opinion of employees regarding training materials in the training.

Interpretation: From the above graph reveals that out of 150 respondents the majority of 52 (35%) respondents are strongly agree and 47(31%) of respondents are agree to the training materials were well-organized and easy to understand and 33(22%) of respondents are neutral to the training materials were well-organized and easy to understand and 11(7%) of respondents are disagree and 7(5%) of respondents are disagree to the training materials were well-organized and easy to understand.

Conclusion: It is witnessed from the analysis that the majority 35% of the respondents are Strongly Agree to the training materials were well-organized and easy to understand.

4. The training methods (e.g., lectures, group activities, simulations) was engaging and conducive to learning.

Training methods: There are 2 types of training methods are conducting in any organization .On-the-job and Off-the-job training. On-the-job training method provides training at the workplace. It includes job rotation, coaching, mentoring, job instruction etc. Off-the-job training method provides training out of the workplace. it include case studies, role play, simulation etc.Table 4.4 explains the opinion of employees regarding training methods provided by the organization.

Table4.4: The opinion of employees regarding training methods provided by the organization.

S.No	Opinions	Respondents	Percentage
1	Strongly Disagree	9	6
2	Disagree	16	11
3	Neutral	27	18
4	Agree	47	31
5	Strongly Agree	51	34
Total		150	100

Graph 4.4: Graphical representation on the opinion of employees regarding training methods provided by the organization.
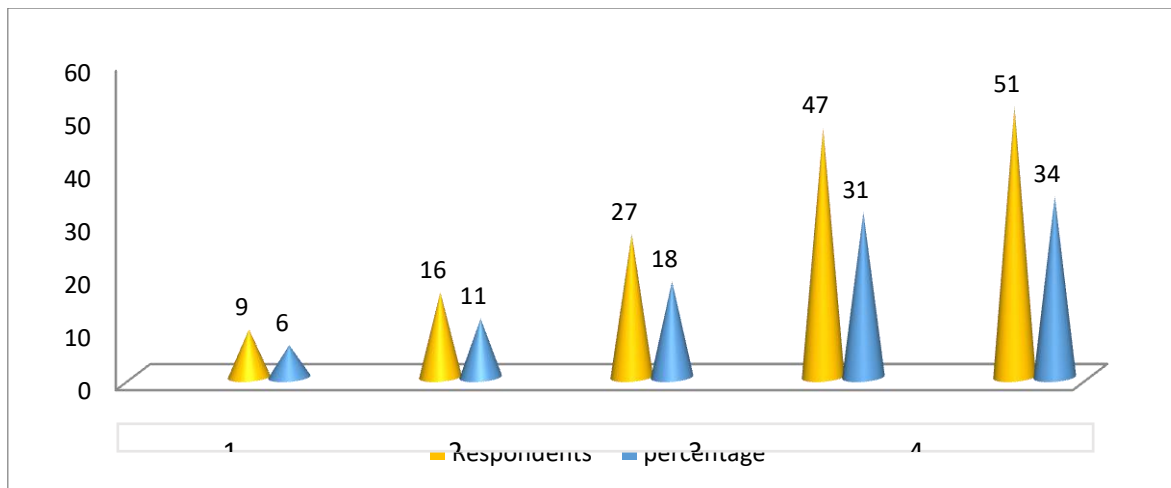
Interpretation: From the above graph reveals that out of 150 respondents the majority of 51(34%) respondents are strongly agree and 47(31%) of respondents are agree to the training methods were engaging and conducive to learning and 27(18%) of respondents are neutral to the training methods were engaging and conducive to learning and 16(11%) of respondents are disagree and 9(6%) of respondents are strongly disagree to the training methods were engaging and conducive to learning.

Conclusion: :It is witnessed from the analysis that the majority 34% of the respondents are Strongly Agree to the training methods were engaging and conducive to learning.
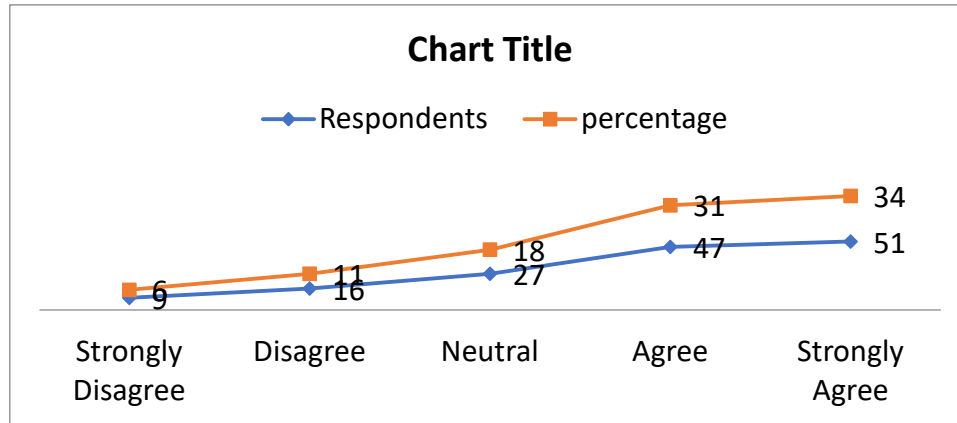
5. The training improved my performance in specific tasks or areas related to my role.

Employee performance: Employee performance refers to the effectiveness and productivity of an individual within an organization, measured against predetermined objectives and standards. It encompasses various aspects such as quality of work, efficiency, timeliness, teamwork, and adherence to company values. Effective performance is often evaluated through regular assessments, feedback, and performance reviews to ensure alignment with organizational goals and continuous improvement. A high-performing employee typically demonstrates strong skills, commitment, initiative, and a positive impact on team and organizational outcomes the table 4.5 explains the opinions of employees regarding their performance

Table 4.5: The opinions of employees regarding training improved my performance in specific tasks or areas related to my role

s.no	opinions	Respondents	percentage
1	Strongly Disagree	9	6
2	Disagree	16	11
3	Neutral	27	18
4	Agree	47	31
5	Strongly Agree	51	34
Total		150	100

Graph 4.5: Graphical representation on the opinions of employees regarding training improved my performance in specific tasks or areas related to my role

Chart Title

Interpretation: From the above graph reveals that out of 150 respondents the majority of 51(34%) of respondents are strongly agree and 47(31%) of respondents are agree to the training improved their performance in specific tasks or areas related to their role and 27(18%) of respondents to the training improved their performance in specific tasks or areas related to their role 16(11%) of respondents are disagree and 9(6%) of respondents are strongly disagree to the training improved their performance in specific tasks or areas related to their role.

Conclusion: It is witnessed from the analysis that the majority 34% of the respondents are strongly Agree to the training improved their performance in specific tasks or areas related to their role.

Findings:

➢ The majority 40% of the respondents are agreed to the current training programs are adequately cover the skills required for their job role.
➢ The maximum 32% of the respondents are agreed to the training programs is significantly increasing their productivity.
➢ The greater part 3.35% of the respondents are strongly agreed to the training materials were well-organized and easy to understand.
➢ The large portion 4.34% of the respondents are strongly agreed to the training methods were engaging and conducive to learning.
➢ The highest part 5.34% of the respondents are strongly agreed to the training improved their performance in specific tasks or areas related to their role.

Suggestions:

➢ These suggestions are for the management and staff grade employees.
➢ Training effectiveness must be regularly done
➢ The feedback of the employees should consider for further training programs.
➢ Training and development programs should that all conducted employees should feel their personal growth it developed.
➢ Employees must be relieved from the work pressure by the superiors to attend the training programs.

REFERENCES:-

1. Michel Armstrong (2001), "A Handbook of Human Resource Management Practice", Kogan Page, 8th Editon.
2. Arnoff, J. (1971) Achievement Motivations Training and Executives advancement, *Journal of Applied Science* New York , 7(1)
3. Devi, V & Shaik, N. (2012). Evaluating training & development effectiveness - A measurement model. *Asian Journal of Management Research*, 2(1):722-735
4. Obisi Chris (2001), Employee development, Issues and dimensions, Unical *Journal of public Administrator* Sept. 1
5. Vemic, J. (2007). Employee Training and Development and the Learning Organisation. *Journal of Economics and Organisation*, 4(2):209-216.
6. Warnich, S., Carrell, M.R., Elbert, N.F & Hatfield, R.D., (2014). Human Resource Management in South Africa: 5th Ed. China: RR Donnelley Publishing.
7. Elnaga, A. & Imran, A. (2013). The Effect of Training on Employee Performance. European *Journal of Business and Management*, 4(5):137-147.
8. Aguinis H. (2009). Performance Management. 2nd edition, Person education, Inc., publishing asPrentice Hall.
9. Tahir, N., Yousafzai, I. K., Shahid Jan, S. & Hashim, M. (2014). The Impact of Training and Development on Employees Performance and Productivity a case study of United Bank Limited Peshawar City, KPK, Pakistan. **International Journal of Academic Research in Business and Social Sciences**, 4(4):86-98.
10. Kinicki, A.& Kreitner, R. (2007). Organisational Behaviour, New York. McGraw-Hill.

Conclusion:

Training and development is considered as a strategy for growth in every organization. It is adopted by the organization to fill the gap between skills and future opportunities. These training programs definitely enhance skills; improve efficiency and productivity and growth opportunities for employees.