

THE IMPACT OF TRAINING AND DEVELOPMENT ON ORGANIZATIONAL PERFORMANCE

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ABSTRACT

The subject matter of this thesis work is to focus on the impact of employees' training and development on organizational performance. It was inspired by the fact that some companies do not care about improving the strength of their worker but instead frown at and punish any weaknesses portray by the workers. To tackle the research problem, the researcher had as major objective to find out: whether training and development programs conducted for all employees; possible hurdles in the implementation of such programs and the practical effects training and development has on the performance at work. The researcher also focus attention on the various training methods designed and its implementation around the world during the training and development programs.

The research also reveals that training and development is a necessity in every company particularly for the unskilled or the less experience employees. Generally, employees' work contribution was greatly improved due to the different training methods and tools used by the company. Thus, it led to a positive impact on the overall employee's performance and an improvement in their skills and job efficiency.

INTRODUCTION

The objective of this study is the impact of training and development of employees and its effects on the performance of an enterprise or organization.

Training is effort initiated by an organization to maintain learning among its workers, and development is effort that is oriented more towards expanding an individual's skills for the future responsibility. Training and development are a continuous effort designed to improve employees' competence and organize performance as a goal to improve the employees' capacity and performance. Human Resource Management has played a vital role in the economic development of most developed countries like Britain America and Japan. In a developing country like Cameroon, with its rich natural resources and financial support, one can also experience such kind of economic success if the appropriate attention is given to the development and training of her human resources. All aspects and activities in any organization involves people. For instance, a manager will not be successful the subordinates under him are not well equipped with skills, knowledge, ability, and competence.

For employees to be flexible and effective in their job, they need to acquire and develop knowledge and skill, and for them to believe that they are valued by the organization they work for, then they need to see valuable signs of management commitments to their training needs. Each new employee must be properly trained to develop not only technical skills, but to make them an integral part of the organization. Training and development are an aspect that must be faced by every organization, and its major aim is to improve the employees' capabilities such that the organization can maximize effectiveness and efficiency of their human resources. It can be an advantage for an organization if they win the "hearts and minds" of their workers, getting them to identify with the organization (Armstrong, 2009). For workers to be equipped to perform well in the company, there must be an investment in the training processes. These processes are the part of the human resource management approach which results in employees being motivated to perform. However, training varies from organization to organization in relation to the quality and quantity of training factors, which may include: 1) the degree of external environment change, 2) the degree of change in the

internal environment, 3) current suitable skills in the existing work force.

Several companies address their needs for training in an impromptu and indiscriminate way, training in such companies is pretty much impromptu and unsystematic. Different companies however begin distinguishing their training needs, then outline and execute training exercises and methods in a normal way, and at the last evaluate aftereffects of the training.

HUMAN RESOURCE MANAGEMENT

An important part of the Human Resource Management function of great relevance to the effective use of human resource is training and development. Nowadays, few persons would argue against the importance of training as the main force to a successful organization. For performance to be sustained effectively, the contribution of employees should be optimized to the goals of the organization. Research studies have recognized the importance of training to be a central role of management. (Jehanzeb & Beshir, 2013) for instance were conferring that to give others vision and ability to perform is a contribution of an organization's manager. The general development towards downsizing, different structures of organizations and the way of administration moving towards the delegation of power to the workforce, gives more emphasis to a coaching and support environment. To ensure this an adequate supply of staff, that are both technically and socially competent, and capable in career development, training becomes a necessity.

Human Resource Management and Training

For any company to operate successfully, it must have materials, money, supplies, equipment, ideas regarding the good or services to offer the individuals who may utilize it outputs and lastly people, which is the human resource, to run the company. The proper management of individuals at work is Human Resource Management, and it has developed to be a main activity in many organizations and is the concentration for a wide - ranging deliberation concerning the nature of the contemporary business relationships. One of the major components in the coordination and management of work in an organization is the management of human resource. (Shen, 2004) referred to Human Resource Management as including all of management activities and decision, that influence the relationship between an organization and its employees which are the HR. Generally, management settles on essential choices day after day that influence this relationship. (Shen, 2004).

(McDowall et al., 2010) argues that the acknowledgment of the importance of training as of late has been intensely influenced by the intensification of rivalry and the relative achievement of organizations, as investment in employees' development is extensively emphasized. They further argued that innovative improvements and hierarchical change have progressively driven a few businesses to the realization that achievements depend on the skills and abilities of their workers, and this implies significant and persistent investment in training and development. (Beardwell & Holden, 1993), viewed that Human Resource Management concept for example, responsibility to the organization and the growth in the quality development have driven senior management groups to understand the increased importance of training, employee development and long - term education. A concept of this nature requires not only careful planning, but a more emphasis on employee development. To Krietner (1995), no matter how carefully employees are screened, always, a gap remains between what the employee does know and how they should know it. Therefore, an organization desiring to gain the competitive edge in its departments, will need extensive labor and effective training of its human resource.

Training Purpose, Process, and outcomes

Cole (2002), mentioned in his book Personnel Human Resource Management, that training is a learning activity to acquire better skills and knowledge needed to perform a task. The idea of training is the need for a greater productivity and safety in the operation of specific equipment or the need for an effective sales force, to mention a few.

To come up with the desired knowledge, skills, and abilities from employees to perform well at their job

side, requires proper training programs that may likewise have an impact on employee motivation and commitment. Employees can either build or break their company's reputation as well as profitability. Moreover, they oversee most of the activities which can influence customer fulfillment, the nature of the product and event.

Training process

Training in an organization generally involves a systematic approach, followed by a sequence of activities which to Infande, the process is based on four three to four blocks.

Identifying training needs

This analysis is necessary to determine the training needs of the employees or a specific job. What are the practical needs? Why an employee needs training? Every training begins with the need analysis and establishing a need analysis is and should always be the first step in the training process. (Infande, 2015). There are four procedures that managers can use to determine the training needs of employees in their organizations

- 1) Job requirements analysis. The skills and knowledge specified in the appropriate job description are examined. The employees without the skills needed are candidates for a training program.
- 2) Organizational analysis. The effectiveness and successes of an organization are analyzed to determine where differences exist. For instance, members of a department with a high turnover rate or a low performance record might require additional training.
- 3) Performance appraisals. Here, each employee's work is measured against objectives established for his or her job.
- 4) Human resource survey. Managers as well as non-managers are expected to describe what problems they are experiencing at their workplaces and, what actions they believe can be taken to solve the problems. Immediately the training needs are identified, the human resource department must initiate the appropriate training effort, to close the gap between expected and actual results.

This may also depend on circumstances like, developing a training plan, designing a training lesson, selecting trainer, and preparing the trainers.

Training Evaluation and feedback

Often, this turns to be the most critical part of the training process, focusing on the results achieved after training. The main idea is to analyze the effects of training and determine whether the set goals have been achieved. Reactions such as the participant's feedback, trainer's feedback, learning behavior and results of the training are being measured. To measure the impact of training, Kirkpatrick (1959) outlined four levels of evaluation, and each of which is a prerequisite for the next level:

- 1) Reaction and planned action. These are measured reaction or evaluation of how the employees felt concerning the learning experience.
- 2) Learning and confidence evaluation. Here is the measurement of the increase in knowledge - before and after training.
- 3) Behavioral impact. This is the degree of applied learning back at work – are the members really doing anything diverse after the training program than before?
- 4) Results. It's important to know what results were achieved, in relation to the previous training objectives that were being set. For instance, has there being any decline in the number of customer's complaints? Reactions, behavior, and learning are of great importance, but if the training program cannot produce measurable performance – related results, then it has not achieved its goals accordingly.

Factors Affecting Training

There are various factors influencing training extending from environment, supervisors, lecturers, content of the training and how it is being done. These variables can be expounded and better understood by discussing them below:

1) Individual Factors

At whatever point people are included in some sort of activity, or practice, they generally influence the environment or process they are experiencing. The same is the situation with employee training. As it is a process of transferring skills and technology from the expert to the new learner. The main parties are obviously workers themselves seeking training and the trainer or member of the staff delivering the training. Authorities organizing training and giving assets to it can be considered a third party, as they oversee the prearrangement and post quality evaluation of training (Birdi 2005).

2) Human Resource Policy

This has been illustrated by Haywood and based on the designed policy by human resource for training programs. As indicated by him an excessive number of training programs affects the main aim of training, which is skill development, and conduct change (Haywood 1992).

3) Organizational factors

Everything tends to be affected by its surrounding and environment, so too with training organizers. Birdi claimed that the absence of managerial support could restrain the impact of creative training. In- conducive environment affects training effectiveness. (Birdi 2005.)

4) Other Factor

To Fischer and Ronald open mindedness is additionally a factor in training effectively. It has been claimed that training will be as much effective as the learners and the instructors are open minded (Fischer 2011). Driskell stated that the kind of training conducted, training content and training expertise equally affect the results of training. Achievement depends on the way training has been conducted by the trainer and its content (Driskell 2011).

Importance of Training

Training is an important part of Human Resource Management and Development, to Govil, it is important for the following reasons:

- Training helps in the recruitment of staffs and ensure a better quality of applicant.
- It eliminates risk, since trained employees can make better and economic use of materials, and equipment thereby reducing and avoiding waste.
- Training serves as a monitoring factor for employees in an organization.
- It leads to greater efficiency and productivity.
- It increases the loyalty and adaptability of staffs.
- It improves staff's moral.

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PRESENTATION AND ANALYSIS OF DATA

This chapter focuses on the presentation and analysis of results obtained by the researcher. The data is analyzed using simple and statistical methods and representation on tables.

Administration of Data Collected

The researcher administered a total of 30 forms. Almost all the questions were closed ended. An open - ended questionnaire is that which the respondents are asked to give their opinion or their own point of view as to what they think. A closed ended questionnaire is that which the questions have all the possible answers pre-response categories, and the respondents are asked to choose amongst the answers provided. An example of a closed ended questionnaire has responses like YES or NO, multiple choice questions A, B, C, and scale questions such as agree, disagree.

Analysis of Data Collected

Here, data will be presented based on the training and development and of what impact it has on the organizational performance. Samples of seven were asked and below are some of the questions posed:

Question 1

Are the employees adequate in what they do?

Response	Frequency	Percentages
YES	20	66.6
NO	10	33.3
TOTAL	30	100 %

From the analysis, 66.7 % of the staffs believed that they do their jobs adequately, 33.3 % believed they are not adequate for it.

Question 2

Do employees face difficulties in their jobs with the global changes?

Responses	Frequency	Percentage
YES	14	46.67
NO	16	53.33
TOTAL	30	100 %

From table four it shows that most of the employees have knowledge of technology with about 53.3 % while some do not have a good knowledge to use the computers apart from specialized programs that are used in the organization with a percentage of 46.7

Question 3

Are the training needs of workers identified?

Responses	Frequency	Percentage
YES	12	40
NO	18	60
TOTAL	30	100 %

The above table shows that most of the respondent believed their needs are not identified or is provided in an ad hoc manner with a percentage of 60, while only 40 % believed their needs are identified.

Question 4

How is training done for the needs to be addressed? (Fieldwork 2015)

Responses	Frequency	Percentage
Seminars	10	33.3
On-the-job	20	66.6
TOTAL	30	100 %

From the above table, some respondents were of the fact that training seminars were organized and conducted but not for every employee and not often with the percentage of 33.3 while some believed they rarely have seminars but rather improve their skills and knowledge as they continue doing their job. Workers were also unanimous they had improved at the exercise of their job, though at difference levels, ever since were recruited.

Question 5

What were the objectives of the training and development programs?

Responses	Frequency	Percentage
Improve performance	22	73.33
Acquire more skills	8	26.67
Total	30	100%

The above table shows that 73.33 % of the workers had as opinion that training and development programs are to help improve performance while 26.67 % it is to acquire more skills.

Question 6

What impact does training and development have on organizational performance?

Responses	Frequency	Percentage
Positive	30	100
Negative	0	/
Total	30	100%

It shows that all the respondent believed training and development programs have a positive impact, considering organizational, departmental, and personal goals will greatly improve productivity in the long run.

Interpretation of results

The interpretation of results is based on the questionnaire which was administered to the respondents. These questionnaires were administered and collected at the spot and some direct interviews were made which gave the researcher immediate feedback. The personal characteristics of study include attributes such as age, gender, status, longevity and academic qualification. These studies have proved such traits on the effectiveness of studies.

From the analysis above, it proves that if training needs are being identified and programs organized and

conducted to address the needs, it will go a long way to improve not only the performance of workers, but that of the overall organization. This is so because it goes to supplement the workers and vision of the organization. This therefore proves the positive hypothesis which says; training and development of human resource is an issue which must be taken seriously into consideration, for the world is ever changing and easy as different new ways and methods of doing things changes. It is thus necessary for organizations to keep their work force up to date and this will go a long way to increase the overall success of the organization.

CONCLUSION

The reason for investigating the impact of employee training and development on organizational performance was motivated by the observation that some organizations do not seem to care about improving the capacity of their workers; they instead frown at and punish any weaknesses of workers. The researcher got information from 30 respondents, through questionnaires, interviews, and personal observation. After analyzing the data collected, it became evident that the companies carry out training programs on regular basis. On-the-job is also done through supervisory works and updated in meetings. Among the difficulties faced by training and development program, it was discovered that temporary losses are incurred due to financial expenses, and the momentary stop of productivity. Generally, employees were greatly improved at their jobs due to this training programs. Based on the researcher's findings, training and development is a call for concern in today's growing society because if performances of the employees are not good enough, it will affect the organization. Being an important way of overcoming human resource personnel to ascertain the strength and deficiencies of employees. They may take the necessary action or corrective measures thereby altering work attitude necessary in attaining the goals and objectives of the organization. It is an undeniable fact that in recent times many organizations have come to realization the importance of the role of training and development as it increases the organization staff efficiency, skills, and productivity.

Lastly, seminars are normally conducted but to a few or limited number of persons, usually senior officials. The researcher thus, recommends the widening of category of workers to attend these seminars, changing the external pressure they face, and it will help workers to feel a sense of belonging and importance to the organization.

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