

## Effectiveness Of Training And Development On Employees' performance And Productivity

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### *Abstract*

Every Organization Needs Well Skilled And Trained Employees To Perform The Activities Effectively And Efficiently. Human Resources Are Considered To Be The Most Essential Asset Of An Organization. Companies Hence Decide To Invest In These Assets For Further Enhancement Of Performance. Training And Development Is Systematic Process In Improving The Excellence Of Employees. This Paper Aims To Assess The Effectiveness Of The Training And Development Practices On Employee Performance And Productivity In An Auto-Component Industry (Manufacturing Sector) Based In Chennai. Data Collection Was Done Using Questionnaire Method, Taking A Sample Of 131 Through Simple Random Sampling. Analysis Such As Correlation, Regression, One-Way Anova, Chi-Square Test And Friedman Test Was Done Using Spss. Training And Development Is One Of The Major Factors Of Enlightening The Employee Performance In An Organization. The Necessity Of The Paper Is To Find Out The Impact Of Training And Development On Employee Performance And Productivity. The Study Found Out That Employees Are Motivated Through Training. Also employees Awareness About Training And Development Programmes results Into Higher Performance. It Was Also Found That A Strong Relationship Exists Between Training And Development And Employee's Productivity And Performance. Hence, The Study Concluded Up With Positive Effect On Training And Development, With All The Responses Collected When Comparing Effects Of Before And After Training Most Of The Responses Are Better Than Earlier.

**Keywords:** *Training And Development, Performance, Productivity, Skills, Behaviour, Motivation.*

### I. INTRODUCTION

Training And Development Is One Of The Basic Hr Activities In An Organization. It Plays A Major Role In Organizational Development. Because Of Growing Technology In This Fast Moving World, Training And Development Is Considered Essential For Updating Employee Skill Sets. Training Is A Systematic Process That Provides Long Lasting Benefits To The Organisation. The Basic Purpose Of Training Is To Develop The Skills Of The Employee And Upgrade Them To Next Level. Today, Proper Training Is Essential To Handle The Modern Advancements In An Organization. Wastage Of Materials And Time Will Be Minimized That Results In Increase In Productivity And Proficiency. Training And Development Consist Of Three Activities: Training, Education And Development. Training Is A Job Related Experience Which Will Useful For The Future And Present Development. Training And Development Is The Investment On Capable Employees To Achieve Strategic Objectives. The Decisions About What To Train, How To Train, How To Implement And Evaluate

Training Should Be Informed Are The Best Information To Clearly Know About The Total Process. In The Last Three Decades Training Research And Practice Have Greatly Advanced. In Addition, Training Is Also A Key Factor In Leadership Development And For Corporate Success. Investments In Workforce Development Through Training Are Often Seen As A Basic Mechanism For Industrial Development. Development Therefore Is About Preparing For Change In The Form Of New Jobs, New Responsibilities, Or New Requirements. Therefore, Training And Development Is A Necessary Effort Of A Company To Improve Quality And To Meet The Challenges Of Global Competition And Social Change. Training Is Not Only For The Investment But Also For The Opportunity To Yield And Over All Benefits. The Continued Existence Of Organization Depends On The Ability To Train The Human Resource To Be Innovative, Creative And Inventive. To Continuously Improve And Maintain The Quality Of Performance And Results, It Is Essential To Invest In Human Capital Through Education And Training.

## II. OBJECTIVES

- To Find The Perception Of Employees Towards Training And Development.
- To Identify Skill Levels Of Employees As Enhanced By Implementation Of Training And Development.
- To Study The Impacts Of Training And Development On Individuals Performance And Productivity

## III. LITERATURE REVIEW

**1.Md.Mobarakkariummusiqm.Choudhry (2019) Noble International Journal Of Business And Management Research. The Impact Of T&D On Employee Performance: An Analysis Of Quantitative Data(Vol:3 No:2)**

Training Is The Nerve Hat Enlightens The Quality Of Work Life Of Employee's Performance In An Organization .It Helps To Be Aware And Motivates Employees And Results In High Performance. The Study Decided That The Continuous Process Will Only Able To Achieve The Goal.

**2.Rohan Singh (2012) Interscience Management Review: Impact Of Training Practices On Employee Productivity Vol(2)**

The Study Explains The Effect Of Training And Productivity. The Impact Of Training On Employee Productivity Based On Different Level Of Analysis. It Concludes That The Productivity Will Be Different For Different Organization.

**3.Mohammed Raja Abulraheemsalah(2016) The Impact Of T&D On Employees Performance And Productivity: A Case Study Of Jordanian Private Sector Transportation Companies Located In The Southern Region Of Jordan.(Vol-5,Issue-7)**

The Impact On Employee Performance And Productivity Greatly Depends On The T&D .The Training And Development Plans For All Employees To Enhance And Enable Their Skills And Upgrade Their Knowledge .T&D Is Positively Correlated To Employee Performance And Productivity.

**4.Saba Habib Fizza Zahra (2015) European Journal Of Business And Social Sciences: Impact Of Business And Social Science :Impact Of T&D On Employees Performance & Productivity A Case Study Of Pakistan (Vol.4 No:8)**

T&D Enhances The Current And Future Performance, It Means Training Needs Evaluation. The Study Tried To Discover That T&D Influences The Impact Of Efficiency Of Employees To Fulfill The Needs Of Their Customers.

**5.Aimantanveer (2015) European Journal Of Training And Development Studies: Impact Of Training And Development On Employees Performance In Banks Of Pakistan.**

To Study The Impact Of Training And Development On Performance Level Of Employee In Banking Sector Can Be Taken By Descriptive And Quite Explanatory Approach The Most Of Employees Stated That It Has Positive Impact On Their Job Knowledge ,Work Quality And Quantity.

**6.Vimalakadiresan, Mohamed Hisyamselamat, Sugumaranselladurai (2015) Asian Social Science: Performance Appraisal And Training And Development Of Hrm On Organizational Commitment And Turn Over Intention. (Vol 11no 2)**

The Paper Basically Describes About The Impact On Turnover Intention Which Shows Relationship Between Human Resource Management And Organization Commitment. As Training And Development And Performance Appraisal Results In Negative Relationship With Turn Over Intention.

**7. Apoloniuskembu(2014)International Journal Of Advancement In Engineering Technology, Management And Applied Science: Assessment Of Training And Development Practices On Employee Performance In Oil Marketing Firms In Nairobi,Kemya.(Vol-1,Issue-7)**

The Study Results That The Performance Increases By Attending Training. From That, The Companies Should Invert On Training On Employee For Both Individual And Organization Development.

**8.H.O.Falola;A.O.Osibanjo(2014) Bulletin Of The Transilvania University Of Brasov. Effectiveness Of T&D On Employees Performance And Organization Competitiveness In The Nigerian Baking Industry(Vol-7, 56)**

The Results Shows That The Strong Relationship Between Employee Training And Development And Employees Performance And Competitive Advantage, Bank Management Should Train Their Staff To Develop New Ideas That Will Improve And Retain Employee Performance.

**9.Thembinkosimzimela And Christopher T Chikandiwa (2017) African Journal Of Hospitality: Employee Training And Development Practices In The Tourism And Leisure Sector In Kwazulu-Natal, South Africa Vol 6(4)**

The Article Describes To Assess The Effectiveness Of Training And Development In Tourism And Leisure On The Performance Of The Employees. In Most Of The Organization, The Survey Results In Lack Of Effective Training. To Achieve The Objectives Of The Organization, Effective Communication Is Essential.

**10.Eduardosalas, Scott I Tannenbaum (2012) Physiological Science In The Public Interest: The Science Of Training And Development In Organizations: What Matters In Practice 13(2)**

Training Shows The Path To Do The Things In Emergency And In Needed Situation. Organization Describes The People The Necessity Of Training By Dividing It In To Before, During And After. They Consider Training As The Precautions To Reduce The Risks Occurs In An Organization.

**IV. RESEARCH METHODOLOGY**

The Study Used Descriptive Research Design. The Study Was Carried Out Among Employees Of A Private Limited Company Based In Chennai, Engaged In The Manufacture Of Auto Components. Data Was Collected From These Employees Through Questionnaire. A Sample Of 131 Was Taken By Means Of Simple Random Sampling.

**Iv Data Analysis And Interpretation**

Friedman Test	
Ranks	
	Mean Rank
1# Imp Skills	2.01
2# Od	1.91
3#Retention	2.08

Test Statistics <sup>a</sup>	
N	131
Chi-Square	4.171
Df	2
Asymp. Sig.	.124

From The Above We Can Find That Training And Development Affects The Retention Of Employees.

**Wilcoxon Signed Rank Test**

Ranks						
	N	Mean	Std. Deviation	Minimum	Maximum	Percentiles
						25th
Before Tra	131	2.9847	.71236	2.00	4.00	2.0000

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After Tra	131	4.4046	.57884	3.00	5.00	4.0000
				N	Mean Rank	Sum Of Ranks
After Tra – Before Tra	Negative Ranks		0 <sup>a</sup>	.00		.00
	Positive Ranks		131 <sup>b</sup>	66.00		8646.00
	Ties		0 <sup>c</sup>			
	Total		131			

A. After Tra < Before Tra	
B. After Tra > Before Tra	
C. After Tra = Before Tra	
<b>Test Statistics<sup>a</sup></b>	
	After Tra - Before Tra
Z	-10.294 <sup>b</sup>
Asymp. Sig. (2-Tailed)	.000

Wilcoxon Signed- Rank Test Showed That Ratings Of Training As Before And After Training Are Significantly (Z= -10.294, P= 0.000).

Linear Regression

<b>Variables Entered/Removed<sup>a</sup></b>			
Model	Variables Entered	Variables Removed	Method
1	1# Imp Skills <sup>b</sup>	.	Enter

- A. Dependent Variable: Tra-Well Planned
- B. All Requested Variables Entered.

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error Of The Estimate
1	.436 <sup>a</sup>	.190	.184	.22940

- A. Predictors: (Constant), 1# Imp Skills
- A. Dependent Variable: Tra-Well Planned
- B. Predictors: (Constant), 1# Imp Skills

*Inference:*

A Linear Regression Established That A Well-Planned Training Programme predicts Improvement In Skills. R=.436

**Chisquare  
Frequencies**

<b>Gender</b>			
	Observed N	Expected N	Residual
1.00	129	65.5	63.5
2.00	2	65.5	-63.5
Total	131		

<b>Inc Quality &amp; Quantity</b>			
	Observed N	Expected N	Residual
1.00	1	26.2	-25.2
2.00	1	26.2	-25.2
3.00	7	26.2	-19.2
4.00	86	26.2	59.8
5.00	36	26.2	9.8
Total	131		

<b>Test Statistics</b>		
	Gender	Inc Quality & Quantity
Chi-Square	123.122 <sup>a</sup>	202.702 <sup>b</sup>
Df	1	4
Asymp. Sig.	.000	.000

*Inference:*

We Reject H<sub>0</sub>.

H<sub>0</sub>: There Is No Association Between Gender And Perception That Training Increases Income

H<sub>1</sub>: There Is Association Between Gender And Perception That Training Increases Income

**Kruskal Walis Test**

<b>Ranks</b>			
	After Tra	N	Mean Rank
Enhance Pro & Perfo	3.00	6	62.00

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	4.00	66	65.96
	5.00	59	66.45
	Total	131	

<b>Test Statistics<sup>a,B</sup></b>	
	Enhance Pro & Perfo
Kruskal-Wallis H	.118
Df	2
Asymp. Sig.	.943

A. Kruskal Wallis Test

B. Grouping Variable: After Tra

### *Inference:*

Kruskal-Wallis H Test Showed That Thereis No Statistically Significant Difference Between After Training And Training Enhance Productivity And Performance.

## **V Discussions**

The Demographic Profile Of The Respondents Shows That Majority Of Employees Working Are Male At 98.47% And Balance 1.52% Are Female. The Age Wise Classification Shows That Most Of The Employees (57.25%) Fall Under The 30-39 Age Group. This Was Followed By 29.77% Respondents From 20-29 Age Group Then 11.45% Respondents From 40-49 And 1.52% Of 50-59 Age Group.

To The Question If Training Enhances Productivity And Performance, Most Of Respondends, 70.22% Agree That Training & Development Enhances Productivity & Performance. Followed By Strongly Agree With 25.95% Respondents. With Respect To Whether Training Improves Skills, It Found That 68.70%, Agree That Training Is To Improve Skills Followed By 29% Strongly Agree From The Respondents. Most Of The Employees, 59.54% Agree Training Is Crucial For Employee Retention Followed By 35% Strongly Agree From The Respondents.

Correlation Analysis Was Conducted For The Variables – Frequency Of Training And Enhancement Of Productivity And Performance Due To Training, It Was Found That It Is Positively Correlated. Thus We Can Conclude That Frequent Training Programmes Are Needed For Performance Enhancement. From The Linear Regression Analysis, A Linear Regression Established That A Well-Planned Training Programmers Statistically Predicts Improvement In Skills.  $R = .436$ . The Chi Square Test Indicates That There Is An Association Between Gender And Perception That Training Increases Income. Wilcoxon Signed- Rank Test Showed That Ratings Of Training As Before And After Training ( $Z = -4.470$ ,  $P = 0.000$ ).

## **Vii Conclusion**

Training And Development Is A Necessary Aspect Of Human Resource Management. The Study Shows That There Is A Strong Relationship Among Training And Development Of Employees On Their Performance And Productivity.It Has Also Highlighted The Importance Of Evaluating Training And Development Strategies That Would Have Been Implemented And Therefore, That Will Help For Continuous Improvement. The Results Showed That Most Employees Had Made More Skills After Training Than Before. Most Of The Respondents Agreed That Training Resulted In Improvement In Their Performance. The Results Therefore Lead To The Conclusion That Training Had Led To Performance Improvement.Training And Development Prepare The Employees To Contribute

More To The Organization And In Our Case, T & D Has A Positive Impact On Employee Performance. Thus Training And Development Programs Are Very Much Important In Order To Achieve Excellence And Competencies In Knowledge, Skills, Ability, Potential, Attitude And Behavior So Than To Meet Rapid Changes And Advances In Technology And Changes In Work Practices.

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