

employee training and development: a tool to increase the performance among workforce in organization

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Employee Training and Development: A Tool to Increase the Performance Among Workforce in Organization

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ABSTRACT

The purpose of studying the effectiveness of training and development is to identify performance requirements, knowledge, skills and abilities needed by an agency's workforce to achieve the requirements. An effective training will help direct resources to areas of greatest demand. The assessment should address resources needed to fulfill organizational mission, improve productivity and provide quality products and services.

The study aims to identify the effectiveness and the "gap" between performance required and the current performance (if any).

When a difference exists, it explores the causes and reasons for the gap and methods for closing or eliminating the gap. Every organization needs to have well trained and experienced people to perform the activities that have to be done.

If current or potential job occupants can meet this requirement, training is not important. But, when this is not the case, it is necessary to raise the skill levels and increase the versatility and adaptability of the employees.

For this the internship of 3 months involved a lot of learning activities all around. I was needed to carry a research which involves the study of effectiveness of training and its need assessment of industrial employees of Pearl Global Industries Ltd. to find out further training and development need of industrial employees.

Keywords: Job Satisfaction, Training, Employees, Skills and Knowledge, Organization.

INTRODUCTION

Human Resources are the most important asset of an organization. Training and Development is considered to be the most important part of an organization. Due to growing competition in the export industry, it is essential for the PEARL GLOBAL INDUSTRIES LTD. to measure the effectiveness of

training given to the employees to make them more competitive and more efficient as compared to other garment exporters.

“A study on Effectiveness of Training and Development with special reference to PEARL GLOBAL INDUSTRIES LTD., Melavalam, Madurantakam, Chengalpattu, Tamil Nadu, will be helpful in analyzing the effectiveness of training and find out areas of further training to keep up with the challenges of international business. The study uses Questionnaire prepared for evaluating various factors which affect the effectiveness of training and the results are displayed in a table and graph format. Conclusions are arrived based on this sample. The entire project talks about the training and development assessment and need in theoretical as well as new concepts, which are in trend now. Here we have discussed what would be the input of training if we ever go for and how can it be good to any organization in reaping the benefits from the money invested like (ROI)Return on Investment.

OBJECTIVES OF THE STUDY

Primary Objective

- To assess the effectiveness of training at PEARL GLOBAL INDUSTRIES LTD.

Secondary Objectives

- To study the various training methods followed by the company.
- To analyze whether employees are satisfied with various training programmes implemented by the organization.
- To identify whether employees need further training.

SCOPE OF THE STUDY

The scope of the study covers the various training needs of industrial employees and practices, modules, formats being followed and is limited to the company Pearl Global Industries Ltd., Melavalam and its employees.

The different training programmes incorporated /Facilitated in the company through HRD, outside agencies or professional groups.

It also judges the enhancement of the knowledge and skills of employees and feedback on its effectiveness.

This study can be used as a tool to develop training method for PEARL GLOBAL INDUSTRIES LTD.

If found that the employees need further training then, that training be provided by the company.

RESEARCH PROBLEM

- No systematic study has been conducted so far about the effectiveness of training and development in PEARL GLOBAL INDUSTRIES LTD. (PGIL).
- Therefore the present study is an attempt to examine the effectiveness of training in PGIL.

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LIMITATIONS

The information has been collected from both Primary and secondary data sources. The data are collected and will collect very carefully to avoid any kind of shortcomings so that I present an unbiased project report. In spite of my efforts, there are certain limitations which may slightly affect the result to certain extent. Some of them include:

- The feedback given by the employees would be based on their experience and perception and suffer some biases.
- The study is limited to the premises of PEARL GLOBAL INDUSTRIES LTD., Melavalam, Chengalpattu, Tamil Nadu only.
- Time period of the study was only 2 months which may provide a deceptive picture in comparison of the study based on long run.

HYPOTHESIS:

According to the purpose and significance of this study, I developed four nullHypotheses:

Null Hypothesis 1: Effectiveness of Training and Development does not depend on the work experience in that company.

Null Hypothesis 2: Effectiveness of Training and Development does not depend on the amount of interest in training.

Null Hypothesis 3: Effectiveness of Training and Development does not depend on the Duration of the training.

Null Hypothesis 4: Effectiveness of Training and Development does not depend on the educational qualification.

REVIEW OF LITERATURE

1. According to **Shelley Frost**, Demand Media Training is a crucial component in preparing new employees for their positions and keeping existing employees current on critical information. To be effective, a training program needs a specific purpose with appropriate training methods. Understanding the factors that influence training programs enables you to develop or change your current employee education to make it fit the needs of your business and your employees

2. **According to Ananth (1998)**, He pointed out different problems faced by the organization in handling the corporate finance such as the time of procurement and investment of funds. He suggested that the organisation must relate itself with the needs of changing environment by taking good decisions through professionally trained people.

3. **Cheng and Ho (2001)** discuss the importance of training and its impact on job performance: While employee performance is one of the crucial measures emphasized by the top management, employees are more concerned about their own productivity and are increasingly aware of the accelerated obsolescence of knowledge and skills in their turbulent environment. As the literature suggests, by effectively training and developing employees, they will become more aligned for career growth—career potential enhances personal motivation.

4. According to **Haslinda ABDULLAH (2009)**, the challenges faced by employers and organizations in the effective management of HR T&D varied from concerns about the lack of intellectual HR professionals to coping with the demand for knowledge-workers and fostering learning and development in the workplace. The core and focal challenge is the lack of intellectual HRD professionals in manufacturing firms, and this suggests that employers viewed HR T&D as a function secondary to HRM and perhaps considered it as being of lesser importance. This implication could lead to the ineffective implementation of HR T&D activities and increase ambiguity and failure in effectively managing HR T&D as a whole.

5. According to **Iftikhar Ahmad and Sirajud Din (2009)**, Training and development is adopted by organizations to fill the skill gap of employees. Training evaluation must be appropriate for the person and situation. Evaluation will not ensure effective learning unless training is properly designed. Successful evaluation depends upon whether the means of evaluation were built into the design of the training program before it was implemented.

6. According to **Bates and Davis (2010)**, Usefulness of training programme is possible only when the trainee is able to practice the theoretical aspects learned in training programme in actual work environment. They highlighted the use of role playing, cases, simulation, mediated exercises, and computer based learning to provide exposure to a current and relevant body of knowledge and real world situations.

7. According To **Fizzah (2011)**, The purpose of the research is to find out how training and development effect organizational performance and to find out what is the impact of training and development in organization. Data is collected from the 100 members of different organizations. And the previous researches carried out on training and development. Training and development is important for the employees in organization, it helps the employees to improve their skills and to give a good performance in workplace. There is a big relation between training and development with the organization performance and the relationship is discussed in the paper.

8. According to **Henry Ongori (2011), Jennifer Chishamiso Nzonzo**, training and development has become an issue of strategic importance. Although many scholars have conducted research on training and development practices in organizations in both developing and developed economies, it is worth mentioning that most of the research has concentrated on the benefits of training in general. There is however, limited focus on evaluation of training and development practices in organizations.

RESEARCH METHODOLOGY

Sampling design

- Primary data collection: data collected through Interviews/Discussions with the focused groups, questionnaires, Observation and study of related documents and communications.
- Secondary data collection: data collected through industry profile, journals, and reports in website.

Data analysis tool

Data analyzed and validated by used SPSS package to compute various statistical values wherever it is necessary. Suitable diagrams are used to exhibit the analyzed data.

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Area of the study

Melavalam branch, Thirukazhukundram main road, Madurantakam, Chengalpattu, Tamil Nadu.

Sample size

The sample size of my study is 120 (only this number of employees has attended training in the current year i.e. 2021)

Data Instrument and Data Analysis Technique

- The methodology of this study is questionnaire.
- The questionnaire was based on "Employee Survey". The 38 items questionnaire was adapted, comprised of questions regarding workplace, the job, employee's opinion, and employee himself, attempted to identify the opinion about their training need, to identify the level of satisfaction about training provided so far and further training required for them, varying degrees to each item, multiple choice, descriptive and Likert-Type format was used in the questionnaire.

[R.A. Likert (1932) developed a scaling procedure which represents a bipolar continuum. The low end represents a negative response while the high end represents a positive response]

- A 5-point Likert scale is used to evaluate answer ranging from highly disagree, disagree, neutral, agree and highly agree.
- Many scholars believe that statistical packages are the most suitable and most consistent instruments for comprehensively analyzing large set of data (Buglear, 2005).
- So, all statistical analysis is performed through the help of software "Statistical Package for Social Sciences" (SPSS).

DATA ANALYSIS AND INTERPRETATION

Null Hypothesis 1: Effectiveness of Training and Development do not depend on the work experience of employees in that company.

Correlation

Between experience and have observed change in their personality after training:

Descriptive Statistics

	Mean	Std. Deviation	N
Observe change in your personality	4.18	.853	139
experience	2.26	.641	139

Correlations

	Observe change in your personality	experience
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Observe change in your personality	Pearson Correlation	1	.020
	Sig. (2-tailed)		.813
experience	N	139	139
	Pearson Correlation	.020	1
	Sig. (2-tailed)	.813	
	N	139	139

Interpretation:

Since the significance level is **0.813**, we **accept the null hypothesis**; Effectiveness of Training and Development do not depend on the work experience of employees.

Regression:

Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	Experience	.	Enter

- a. Dependent Variable: more training is needed
- b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.022 ^a	.000	-.007	.771

- a. Predictors: (Constant), experience

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.040	1	.040	.066	.797 ^b
	Residual	81.399	137	.594		
	Total	81.439	138			

- a. Dependent Variable: more training is needed
- b. Predictors: (Constant), experience

Coefficients

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Model	Unstandardised Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.343	.240		18.070	.000
experience	.026	.102	.022	.258	.797

a. Dependent Variable: more training is needed

Interpretation:

Equation of a line:

$$Y=mx+b \text{ (} Y=B_0+B_1x+E \text{)}$$

$$Y=.026x+4.343$$

Since the significance level is **0.000**, we **accept the null hypothesis**; Effectiveness of Training and Development do not depend on the work experience of employees.

Null Hypothesis 2: Effectiveness of Training and Development do not depend on the amount of interest in training.

Descriptive Statistics

	Mean	Std. Deviation	N
experience	2.26	.641	139
Is Training necessary	1.29	.528	139

Correlations

		experience	Is Training necessary
experience	Pearson Correlation	1	-.179*
	Sig. (2-tailed)		.035
	N	139	139
Is Training necessary	Pearson Correlation	-.179*	1
	Sig. (2-tailed)	.035	
	N	139	139

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

Interpretation:

Since the significance level is **0.035** (<0.05), we reject the null hypothesis, which means that effectiveness of training and development has a **positive correlation** with the amount of interest of employees at the organization.

Hypothesis 3: Effectiveness of Training and Development depends on the Duration of the training.

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
Is duration of training adequate	1.23	.705	139
Observe change in your personality	4.18	.853	139

Correlations

	Is duration of training adequate	Observe change in your personality
Is duration of training adequate	1	.196*
	Pearson Correlation	
	Sig. (2-tailed)	.021
	N	139
Observe change in your personality	.196*	1
	Pearson Correlation	
	Sig. (2-tailed)	.021
	N	139

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

Interpretation:

Since the significance level is **.021** (<0.05), it means that **we reject null hypothesis and accept the alternate hypothesis** which states that duration of the training is **positively correlated** with the effectiveness of training and development of employees in the organization.

Hypothesis 4: Effectiveness of Training and Development depends on the educational qualification.

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
Is Training necessary	1.29	.528	139

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age	2.6115	1.07347	139
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Correlations

		Is Training necessary	age
Is Training necessary	Pearson Correlation	1	-.236**
	Sig. (2-tailed)		.005
	N	139	139
age	Pearson Correlation	-.236**	1
	Sig. (2-tailed)	.005	
	N	139	139

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

Interpretation:

Since the significance level is **.005**, it means **H0 is rejected and alternate Hypothesis is accepted** i.e. education has **perfect correlation** with the effectiveness of training and development of employees in the organization.

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	education ^b	.	Enter

a. Dependent Variable: more training is needed

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.316 ^a	.100	.093	.732

a. Predictors: (Constant), education

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	8.110	1	8.110	15.152	.000 ^b
Residual	73.329	137	.535		
Total	81.439	138			

a. Dependent Variable: more training is needed

b. Predictors: (Constant), education

Coefficients^a

Model	Unstandardised Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	3.966	.128		30.907	.000	3.712	4.219
education	.152	.039	.316	3.892	.000	.075	.230

a. Dependent Variable: more training is needed

Interpretation:

Equation of a line:

$$Y=mx+b \text{ (} Y=B_0+B_1x+E \text{)}$$

$$Y=0.152x+3.966$$

Since the significance level is **.000**, it means it means H₀ is rejected and alternate Hypothesis is accepted i.e. education has **perfect correlation** with effectiveness of training and development of employees in the organization.

Chi-square:

Crosstabs

Case Processing Summary

Cases		
Valid	Missing	Total

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	N	Percent	N	Percent	N	Percent
education * observe change in your personality * more training is needed	139	100.0%	0	0.0%	139	100.0%

education * observechangeinyourpersonality * moretrainingsisneeded Crosstabulation

Count

More training is needed			Observe change in your personality				Total
			disagree	neutral	agree	strongly agree	
disagree	education	7th-9th standard	2		0		2
		SSC	2		0		2
		HSC	0		3		3
		Total	4		3		7
neutral	education	7th-9th standard		0	1		1
		SSC		2	0		2
		Total		2	1		3
agree	education	7th-9th standard	2		5	2	9
		SSC	0		20	0	20
		HSC	3		24	0	27
		Total	5		49	2	56
strongly agree	education	7th-9th standard	0	0	3	4	7
		SSC	0	2	4	14	20
		HSC	3	0	3	18	24
		UG	0	0	0	8	8
		not educated	0	0	7	7	14
	Total	3	2	17	51	73	
Total	education	7th-9th standard	4	0	9	6	19
		SSC	2	4	24	14	44
		HSC	6	0	30	18	54
		UG	0	0	0	8	8
		not educated	0	0	7	7	14
	Total	12	4	70	53	139	

Chi-Square Tests

More training is needed		Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
disagree	Pearson Chi-Square	7.000 ^b	2	.030		
	Likelihood Ratio	9.561	2	.008		

neutral	Linear-by-Linear Association	4.765	1	.029		
	N of Valid Cases	7				
	Pearson Chi-Square	3.000 ^c	1	.083		
	Continuity Correction ^d	.188	1	.665		
	Likelihood Ratio	3.819	1	.051		
agree	Fisher's Exact Test				.333	.333
	Linear-by-Linear Association	2.000	1	.157		
	N of Valid Cases	3				
	Pearson Chi-Square	15.568 ^e	4	.004		
	Likelihood Ratio	13.827	4	.008		
strongly agree	Linear-by-Linear Association	.178	1	.673		
	N of Valid Cases	56				
	Pearson Chi-Square	22.104 ^f	12	.036		
	Likelihood Ratio	23.316	12	.025		
	Linear-by-Linear Association	.019	1	.891		
Total	N of Valid Cases	73				
	Pearson Chi-Square	29.220 ^a	12	.004		
	Likelihood Ratio	32.371	12	.001		
	Linear-by-Linear Association	5.445	1	.020		
	N of Valid Cases	139				

a. 12 cells (60.0%) have expected count less than 5. The minimum expected count is .23.

b. 6 cells (100.0%) have expected count less than 5. The minimum expected count is .86.

c. 4 cells (100.0%) have expected count less than 5. The minimum expected count is .33.

d. Computed only for a 2x2 table

e. 6 cells (66.7%) have expected count less than 5. The minimum expected count is .32.

f. 15 cells (75.0%) have expected count less than 5. The minimum expected count is .19.

Interpretation:

Significance level stands as follows:

Agree- 0.004

Strongly Agree- 0.036

Neutral- 0.083

Disagree- 0.030

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FINDINGS

- 1) It is found that Training is been provided to the women employees only.
- 2) Only soft skills are given training and no technical knowledge is been provided to the employees.
- 3) Most of the workers are between the age of 30-35.
- 4) It is found that majority of the workers have SSLC (10th) and 7th-9th standard educational qualification.
- 5) It is found that most of the workers are having 1-3 years of experience, followed by 3-5 years of experience.
- 6) It is found that the training was attended by tailors, Finishing-checker, Quality-checker and no one from the cutting department.
- 7) Almost all the employees in the organization feel that training program is necessary except 6% of the population.
- 8) 78% of the employees feel that more training is needed for them.
- 9) The study revealed that the duration of the training program is adequate. Whilst few stated to either increase (half an hour time is not adequate to learn such crucial topics) or decrease the duration of training program (is leading to accumulation of their work).
- 10) Employees with the experience of 1-3 and 3-5 years have recorded highest “agree” and “strongly agree” towards the effectiveness in the following:
 - ✓ Positive impact on their personality
 - ✓ Helped to develop communication skills
 - ✓ Helped to develop and manage self
 - ✓ Helped to increase awareness
 - ✓ Helped to improve decision-making skills.
- 11) It is found that 42% of the employees said that the training program help to improve communication skill, 13% to increase job involvement, 18% improved decision making skills, 10%to develop and manage self and 17% to increase awareness. But no new or Technical skills were developed!
- 12) Majority of the employees agree that they observed improvement in their work after training while 24% disagree to this fact.
- 13) Except 10% of the workers, trainees believe that the training has brought change in their personality.
- 14) 73% of the employees say that one day in a month is enough for training. While others demand it for 2-3 days a month. And 8% of them say that week training would be better.

15) It was found that majority has voted for “any day of the week” for training. Whereas there are many who say that Monday or Tuesday is the best time for training. Few of them voted for weekend also (Saturday).

SUGGESTIONS

1. The male employees also need to be trained with all kinds of training being organized in the company.
2. Need to schedule separate, fixed training time and day.
3. Supervisors do not feel the importance of the training. They are only production focused. Hence, making them understand the importance training is necessary.
4. The organizations should conduct as possible more training sessions, as its 3% of employees are uneducated and 30% have 7th-9th class educational qualification only.
5. More training programmes be added to the training syllabus like;
 - Work-life balance
 - Stress management
 - Technical training
 - Emotional Intelligence
 - Diversity and Inclusion
 - Employee engagement
 - Conflict Management
 - Leadership
 - How to delegate effectively
6. Only tailors, Finishing (checkers) and Quality (checkers) are trained. Hence, the Cutting, House-keeping and other departments also be trained, as training is not constrained to certain group of people.
7. In order to increase proficiency, employee engagement and output, training must be provided to the Supervisors about ethics, effective delegation and leadership need to be imparted.
8. The training duration should be increased to 1 hour (any day of the month, keeping in view the employees preference) to learn in detail, update their knowledge and enhance working ability.
9. It is suggested to have outside experts for training the employees which will attract and make employees serious about training.
- 10) It is suggested to allow employees to ask the questions during training session which help them to clear their doubts and queries.
- 11) It is founded that proper feedback was not collected after the training programme.
- 12) Hence, after the completion of the training programme should take feedback from candidates about training in a proper formal way (like questionnaire, interview, supplement test or any other way) this will help organization to organize training more effectively in the future.

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13) There is no technical training, so any technical training related to their work would make them more proficient and would be able to give more output.

14) More in-depth training is wished by some of the employees on:

- Communication skills
- Problem solving
- Canteen issues
- and POSH

15) The number of attendees should be increased in the training.

16) Supervisors need to be educated on the importance of training as some are unable to attend the training because they are not sent by the supervisor.

CONCLUSIONS

Top management feels that training is the essential part of the organization, since it is the key for the attitudinal change and the behavioral and their work in the employees.

It should be imparted at least one to every employee.

Both managers and workers feel that the training should be imparted by both external and internal faculty.

Technical and behavioral training, both are important for the development of the organization. Training and development programs are increasing the output of organization.

From the study it can be concluded that the company is providing training to workers effectively but still it can make it more effective by:

- Forming separate time table for training,
- Including more subjects in training syllabus
- Increasing the duration of training programme
- Inviting expert from outsider to train as well as inculcate seriousness and importance of training in both work and life.
- Concentrating on skills which were less developed in the employees.
- Increase the number of attendees of training and
- Educating the supervisors also regarding delegation, communication ethics and leadership.

The workers are satisfied the way programme is conducted by the company.

The training programme helped employees to increasing the knowledge, awareness and self-management skills but providing technical skills would make them more proficient and skilled in their work.

Finally to make any training program successful the cooperation of the management and the employees are essential.

This will benefit both organization and employees.

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