

Impact of Training and Development on Employee Performance in Select Public Sector organizations



Human Resource Management

KEYWORDS : Training and development, Employee performance, Organizational performance.

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ABSTRACT

Human resource is the life blood of any type of organization. Only through excellent-trained personnel, an organization can achieve its goals. Training is distinct as learning that is provided to get better performance on the present job. Given these flurry, this paper explores the impact of training and development on employee performance in select public sector organization. The research was intended to determine the role and impact of training on employees with emphasis on the Executives, Supervisors and Workmen of select public sector organization, who were randomly selected. The study assessed the training and development process of select public sector organization and whether training has improved employee performance. Questionnaire was designed using structured questions to collect primary data from employees of select public sector organization. The results indicated that select public sector organizations employees were not well informed about training and development programmes in the organization. Most of the employees were of the view that training and development were effective tools for both personal and organizational success. The findings revealed that impact of training and employee satisfaction at public sector organization are not in line with the best practices regarding the planned and systematic levels of performance after training and developing employees skills and knowledge process as is generally known. It was recommended among other things, that the processes involved in training be duly followed, select public sector organization should help its organization identify their career paths and to direct them in the search of better knowledge.

INTRODUCTION

Training is always an important and integral part in furthering many kinds of human learning and development. If organizations are to make the best of the training function in their response to and promotion of change, the training function will need to be closely linked with business plans. This means that a detailed training policy needs to be agreed and implemented from the top of the organization and supported by management at all level.

Training is the process of increasing the knowledge, and skills for doing a particular job. It is an organized procedure by which people learn knowledge and skill for a definite purpose. The purpose of training is basically to bridge the gap between job requirements and present competence of an employee. Training is aimed at improving the behavior and performance of a person and also it is a never ending or continuous process.

Today, Indian organizations have realized the importance of training as a tool to achieve their strategic goals. It is not viewed by the organization as a longer but as an investment on one of its most dynamic assets, namely, employees. Many organizations consider training as a strategic employee retention tool. It helps the organization create a smarter force capable of meeting any situation and challenges.

REVIEW OF LITERATURE

There were various earlier studies have been done on training and development which were concerning to, impact, role of training and development, on employees performance. Chris obisi, (2011). Studied the employee training and development in Nigerian organizations some clarification and agenda for research, Mehrdad alipour et.al (2009). Studied the degree of effectiveness of on the job training on iranian managers. D. A. Olaniyan and lucas. B. Ojo, (2008).Importuned of employees training and development in relation to organization effectiveness.

K. Karthikeyan et.al (2010). Studied the existing practices of the various aspects of training program and its effectiveness in selected public and private sector banks in tiruchirappalli district, south india. Irene ferguson laing, (2009). Considered the impact of training and development on worker performance and productivity in public sector organizations: a case study of Ghana ports and harbours authority. Jelena vemić, (2007). Importuned of employee training and development and the learning organization.

Muir sanderson et. al studied the elevating employee performance in the public sector how to get the best from your people. Aarti, chahal, (2013). Consider of training need analysis based training and development: effect of training on performance by adopting development based strategy. Ms. Pallavi p. Kulkarni. Studied the literature review on training & development and quality of work life.

K. Pramod Gonchkar, (2012). Robert C. Merchant, Jr, (2011). Ozcan saritas, (2007). studied the relationship between the amount of training and development activities provided by insulation firms and the turnover rate is examined. He suggest as people become more conscious about using energy more effectively and efficiently, energy saving and environmental concerns will expand the insulation market capacity in Turkey.

Muhammad Farhan Akhtar,et al, (2011). studied seek to determine the impact of this training and development on motivation and job involvement along with what training methods are widely used in the banking sector of Pakistan. They suggest that by boosting the training and development activities within the banking sector the employees could be motivated and get attached with their work.

Chris Obisi, (2011). studied the Employee Training and Development in Nigerian Organizations Some Observations and Agenda for Research. The Priority would be given to empirical analysis of the significance of identifying specific and appropriate needs before venturing into training and the reason why training fails. Aroge, Stephen Talabi (2012). Studied for to determine the contributions of Industrial Training Fund (ITF) to employee's training and development in Nigeria. The findings, it is recommended, among other things, that more funds should be made available to the organization so it can also take care of students studying education in institutions of higher learning through its reimbursement and grant scheme.

N. Sylvia Naris and I. Wilfred Ukpere, (2009). the effectiveness of an HR code: Staff development and training at the Polytechnic of Namibia. The targeted population included 511 staff members, of which a sample size of 252 using probability random sampling was selected. A total of 230 closed ended questionnaires were distributed online and hard copies were delivered. In addition, 22 members of staff were interviewed. Karen Shelton, (2001). determined that training and development increase employee satisfaction and are significant in an employee's decision to stay with a company. It also indicated that the impact

of training decreases without the organizational culture to support employees in the development process.

STATEMENT OF THE PROBLEM

This study begins from the realization of the need for optimally administering the effect of training on employee performance. Training is a systematic process to enhance employee’s skill, knowledge and competency necessary to perform the job effectively. Overall, training impacts organizational competitiveness, revenue and performance. Unfortunately, the majority the governmental, organizations not recognizing the importance of training to increase their employees’ productivity and when the economy slows or when profits decline, many organizations first seek to cut in their training budgets. This will lead to high job turnover then increase the cost to hire new employees which push down the organizational profitability.

OBJECTIVES OF THE STUDY

The main objectives of the study are:-

Analyse the impact of Training and Development Programmes on employee performance in select public sector organization, and to out the opinion of the employees about the training and development programme provided by the select public sector organization.

HYPOTHESIS

H01:There is no significant difference between in the position levels and Impact of Training

H02:There is no significant difference between in the levels of performance before and after training.

H03:There is no difference between in the Gender and Employee Satisfaction

H04 :There is no difference between in the position levels and impact of training

H05:There is no difference between in the responsiveness on training objectives

H06:There is a significant difference between the Developing Employees Skills and Knowledge and position levels of the respondent.

METHODOLOGY

The sample size was 350, made up of 60 Executives, 63 Supervisors, and 227 Workmen.this study used both primary and secondary data. Primary data were collected from the employees of select public sector organization through structured questionnaire. Quantitative data analysis was done by using SPSS software. The techniques for quantitative data analysis were paired t test, Chi-square test and On Way ANOVA.

RESULTS & DISCUSSION

Table -1

	Impact of Training					Total
	Position Levels	Reduction In Time	Improved Inter-Personal Relations	Discharging The Duties	Reduced Wastages	
Executive	8(13.3%)	23(38.3%)	10(16.7%)	15(25.0%)	4(6.7%)	60(100%)
Supervisor	5(7.9%)	18(28.6%)	15(23.8%)	17(27.0%)	8(12.7%)	63(100%)

	Workman					
	59(26.0%)	61(26.9%)	47(20.7%)	34(15.0%)	26(11.5%)	227(100%)
Total	72(20.6%)	102(29.1%)	72(20.6%)	66(18.9%)	38(10.9%)	350(100%)

It is obvious from the table that majorities of executives (38.3%), supervisors (28.6%) and workman (26.9%) stated that training aids to improve the interpersonal relationship in the organization

Table -2 Paired T-Test

Level of performance	Mean	N	Std. Deviation	t value	P value
Before Training	3.95	350	.926	-4.345	.000
After Training	4.22	350	.986		

Since P value (.000) is less than .05, the null hypothesis is rejected at 1% level of significance. Hence, concluded that there is significant difference in the levels of performance before and after training. Based on the mean score, the levels of performance after training (4.22) is higher than before training (3.95). It is clear that the training enhances employee performance.

H0: There is no significant difference in the levels of performance before and after training.

Table - 3 Gender and Employee Satisfaction

Gender	Satisfaction					Total
	Highly Dissatisfied	Dissatisfied	Neutral	Satisfied	Highly Satisfied	
Male	12 (4.1%)	18 (6.2%)	56 (19.2%)	163 (56.0%)	42 (14.4%)	291 (100%)
Female	4 (6.8%)	3 (5.1%)	19 (32.2%)	19 (32.2%)	14 (23.7%)	59 (100%)
Total	16 (4.6%)	21 (6.0%)	75 (21.4%)	182 (52%)	56 (16%)	350 (100%)

As far as the gender is concerned, 56% of the male employees are satisfied on training programmes whereas 32.2% of the female employees are neither satisfied nor dissatisfied on training programmes and also 32.2% of the female employees are satisfied on training programmes.

Table - 4 ANOVA

Training and Development Programmes are sufficient for developing Employees Skills and Knowledge

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	10.945	2	5.473 .618	8.854	.000
Within Groups	214.483	347			
Total	225.429	349			

The analysis of table shows that the Developing Employees Skills and Knowledge differed significantly among three groups. The F value shows 8.854 and the p value is less than .000. The employees having more relationship in workman categories (mean value = 4.01) than in executive and supervisor, as the mean values are 3.95 and 3.54 respectively.

H0: there is a significant difference between the Developing Employees Skills and Knowledge and position levels of the respondent.

DISCUSSION AND CONCLUSION

Training is a very important feature now days in making the organization gainful. Most of the organization has now days an appropriate training section program on regular basis. The main purpose of the training is to increase the employees skills which eventually makes the organization more gainful. This study reveals that Impact of training and employee satisfaction at public sector organization are not in line with the best practices regarding the considered and systematic levels of performance after training and developing employees skills and Knowledge process as is generally known. It was recommended among other things, that the processes involved in training be duly followed, public sector organization should help its organization identify their career paths and to direct them in the search of better knowledge.

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