



ORIGINAL RESEARCH PAPER

Management

IMPACT OF TRAINING AND DEVELOPMENT PROGRAMME ON EMPLOYEES EFFECTIVENESS: A STUDY ON "CROMPTON GREAVES POWER AND INDUSTRIAL SOLUTION LTD. - T3 DIVISION"

KEY WORDS: Training & Development, Employee Effectiveness, Training Programme

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ABSTRACT

The study was undertaken at Crompton Greaves Power and Industrial Solution Ltd. - T3 Division. The purpose of the study was to investigate whether training and development is having any impact on effectiveness and performance of the employees. The methodology we use was survey for the study. We collected primary data from a sample of 40 respondents as there were only 40 respondents who fulfill the requirement of the study. We used one-way ANOVA for the analysis of data through SPSS 20. The study revealed that there is an impact of training on experience of the employee and there is no significant impact of training on age of the employee.

Introduction

Training and Development is an important role for boosting the technology advancement, which increased more and more competition, customer's expectation is also rising day by day of services and quality and lower costs is needed by subsequent. It is also become more important globally in order to prepare workers for new jobs. In the current scenario, the more light is thrown on the emerging need of training and development and implications upon individuals and the employers and also analyzing the change in their performance.

The training and development industry would be the fastest growing industry which resulting the replacement of workers of the industries with more advanced and knowledgeable workers. If we talk about United States, take an example, according to one who is estimating the technology would be result that 75 % of the population is de-skilled. The developing nations and those who are on the threshold of development it is very true for them. If we talk about Japan take one example, the number of women joining traditionally male jobs is increasing now day by day, training is required not only to increase the necessary job skills but also for preparing them to stay strong physically for the fulfillment of the demanding jobs and for nourishing their actual productivity and performance.

Training is an organized program conducted in the organization as per the requirement of the job for the **development** of the knowledge and skills of the employees. Meanwhile, Development is an organized activity which is necessary for the employees to learn the things and grow. It is important for their personal development. It helps in making self-assessment.

With the help of Training programs, the employees are provided with the technical knowledge and skills related to the particular job and which increases the capabilities of each worker. In contrast, development is an educational process that focuses on the growth and maturity of the employees.

Types of Training



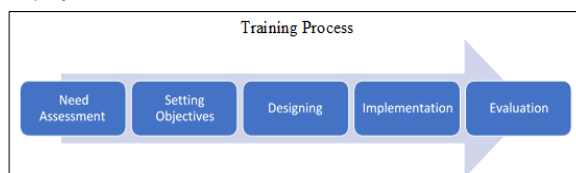
Training Need Identification: -

Training and development is provided to the employees when there is requirement of training to improve the performance of the employees, when the performance of employees is not so good and effecting the productivity so to increase the productivity of the employees training programs are formed respectively to fill the gap between the employees actual performance and the expected performance. So, this is the initial step for training programs. Different types of need analysis are required for the different

employment context to form an appropriate training program and it is very important for the formation of the training and development program.

Training Process: -

Training programs includes a series of steps which is required to be followed respectively and it must be followed every time whenever the training program is formed. It is a systematically followed this is very important to change the employee's behavior, increase their productivity, improve the skills and increase the abilities of the employees.



Crompton Greaves Power and Transformer Ltd

CG is one of the leading engineering corporations in the world, it is helping its customers and providing end to end solutions for increasing effectiveness and increase industrial productivity along with sustainability. Crompton Greaves started its business in 1937 in India. The company was pioneer in the management and application of electrical energy.

The company deals in huge range of products like: Transformers, circuit breakers, switchgear, network protection, drives, turnkey solutions, HT and LT motors, Power Automation Products, circuit breakers, project engineering, hence these products enhances the industrial and personal life of individuals.

CG took the strategy of globalization and growing both inorganically and organically, drawing into its fold leading companies like: Sonomatra, Pauwels, Microsol, Ganz, PTS and MSE. Its manufacturing bases are established in Hungary, Ireland, Belgium, France, Indonesia, US and UK, along with more than 20 manufacturing locations across India, around more than 8000 employees worldwide.

CG is investing aggressively in Product certifications, Research and development, productivity enhancement, product quality and operational excellence, CGs global research centre is located in India, CG has been awarded with National Award for best R&D Efforts for outstanding performance in the Electrical Engineering Sector in the year 2008.

LITERATURE REVIEW

Raja Abdul Ghafoor Khan, (2011) stated in his research about the research paper of the impact of training and development on employee's performance. He stated in his research paper that there are four most important aspects in the training and development program these are the training program, training design, on the job training, delivery style on organizational performance. In his research he developed four hypothesis to see the impact on the overall organizational of the independent

variables. He found that these entire four hypothesis proved through the literature review. He concluded that all the four aspect training program, on the job training, training design and delivery style of the training program have the significant effect on the organizational development, on the employees performance and increase the employees performance and productivity. All the four important aspect are having significant affect and the backbone of the study.

Dr. Stephen tetteh (2014) stated in his research about the report of the impact of training and development on the overall organization's performance. The employees of the organization are the backbone and every organization's success depend on the employee's performance. Hence, to improve the employee's performance and increase productivity of the employee's the top management is focusing to invest huge amount in providing training and development program to the employee's. There is an impact of training and development on employee's performance this is found by the researcher in his research. He had done the Data collection using the secondary sources through the questionnaire and the simple random sampling method. By using the Regression method for data analysis, it is clearly concluded or undoubtedly be seen as the result says that the proper training and development program conducted for the employees increases the employees performance and productivity and also has a significant impact on reducing employee's turnover, increasing the employee's job satisfaction and morale as well as contributing to enhance higher productivity and financial returns to the organization.

Degraft-otoo, eric (July 2012) stated in his research papers about the impact of training and development program on employee's Performance. He was undertaken his study at Accra Polytechnic on the topic "The effect of training and Development on Employee Performance at Accra Polytechnic". He wants to investigate through his study whether the training and development program would have an effect on the performance of employees with Accra Polytechnic. The survey and questionnaire methodology is used in this study. He has collected the information through the Primary data which was collected from a sample of fifty (50) senior staff. Self – administered questionnaire. Lack of management support for training and development programmers are such organizational issues that are revealed through the study which is constrained by the training and development. He found through his research that the training and development programs had positive impact on the employees of the Polytechnic. The study recommended to the Accra Polytechnic to be successful as the first choice Polytechnic in Africa, every organization empowers their management and to all the departments to engage in the training and development programs to build the potential and to strengthen employees' competencies.

Dr. Amir elnaga1, Amen Imran (2013) stated in his research papers about the impact of Training and development program on the Performance of employees. Employees are the backbone and blood stream of the organization. The success or failure of the organization depends on its employee performance. Hence, top management realized the importance of investing in training and development programs for the sake of employee's performance. The effect of training and development program on the employee's performance and to improve their performance and enhance the productivity to provide the suggestions that how the organization can improve its employee performance through effective training and development programs. He adopted the qualitative research strategy for his research to collect the information and data of his research, as many of the literature reviews and multiple case studies are studied by him for his research on the importance of training for enhancing the performance of the employees of the organisation. Further he analyzed the theoretical framework of the training program and models related to employee development through training and development programs, and the effect of the training programs on the employee performance.

Githinji Angela (2014) focused on the effects of training on the performance of employee among international civil servants. The

research was targeted on the role of training on employee engagement, employee motivation and job satisfaction.

Objective: To identify the impact of Training on employee effectiveness in CG

Hypothesis:

H_{01} : There is no significant impact of training on age of the employees.

H_{02} : There is no significant impact of training on Experience of the employees.

Research Methodology

The Study:

The study was exploratory cum descriptive in nature. The study is focusing on the study of impact of training and development on age and experience of the employee with the help of well-designed questionnaire.

Tools for data collection:

We used survey method in this study. A well-structured close ended questionnaire was used to get the responses. The respondents were asked to respond on 5-point Likert Scale.

Tools for data analysis:

The analysis was carried out using MS Excel and SPSS 20.

Result Analysis and Interpretation

H_{01} : There is no significant impact of Training on Age of the Employees.

Table: 1

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Less than 25 yrs	19	63.37	1.978	.454	62.42	64.32	60	67
25 - 35 yrs	17	61.41	2.647	.642	60.05	62.77	56	65
More than 35 yrs	4	58.75	2.500	1.250	54.77	62.73	56	62
Total	40	62.08	2.702	.427	61.21	62.94	56	67

ANOVA

Table: 2

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	83.486	2	41.743	7.673	.002
Within Groups	201.289	37	5.440		
Total	284.775	39			

Interpretation:

One-way ANOVA is applied on the data with the help of SPSS 16, the F value is obtained from the table is 7.673 at 5% level of significance, with degrees of freedom in table number 2. The p-value obtained is 0.002 < 0.05. In table number 1 we can see that there is a variation between the mean values of different age groups, the higher the age group the lower is the mean value. Hence, the null hypothesis is accepted with a significant value of 0.002 and it is concluded that there is no significant impact of training on the Age group of the employees.

H_{02} : There is no significant impact of Training on Experience of the Employees

Table: 3

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		

Less than 1 yr	3	63.33	1.528	.882	59.54	67.13	62	65
1 - 3 yrs	17	61.24	2.818	.683	59.79	62.68	56	65
3 - 5 yrs	16	62.88	2.125	.531	61.74	64.01	59	66
More than 5 yrs	4	61.50	4.359	2.179	54.56	68.44	58	67
Total	40	62.08	2.702	.427	61.21	62.94	56	67

ANOVA

Table: 4

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	28.300	3	9.433	1.324	.282
Within Groups	256.475	36	7.124		
Total	284.775	39			

Interpretation:

One-way ANOVA is applied on the data with the help of SPSS 16, the F value is obtained from the table is 1.324 at 5% level of significance, with degrees of freedom in table number 4. The p-value obtained is $0.282 > 0.05$. in table number 3 we can see that there is not much difference between the mean values of different groups. Hence, the null hypothesis is rejected and it is concluded that there is a significant impact of training on the experience of the employees.

Findings and Conclusion:

Finding 1. Age Based Results

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Finding 1. Age Based Results

We divided the Age group into 3 categories. Less than 25 years called as junior group, 25 to 35 years called as mediocre group and above 35 years senior group. Objective is to find out is there an impact of training on age group.

According to the means from table 1, junior group (less than 25 years) have a slight bigger mean (63.37) which means junior group (less than 25 years) is having more impact of training on their understanding and performance. Mean of mediocre group (25 years to 35 years) is slightly less than total mean i.e. (61.41)

Finding 2. Experience Based Results:

We experience into 4 categories. Less than 01 year, 1-3 years, 3-5 years and more than 5 years. The objective is to find out is there any impact of training on experience of the employee.

According to the means from table 3, mean of less than 1-year experience is (63.33) is bigger than overall mean (62.08) which means employees who possess less than one-year experience having more impact of training on their understanding. Mean of 1-3 years of experience (61.24) is slightly less than the combined mean, mean of 3-5 years of experience and more than 5 years of experience is very close to the combined mean which means there is a positive impact of training on the experience of the employee. We can conclude that the younger the employee the quickly he gains the experience and learning from training programmes.

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