

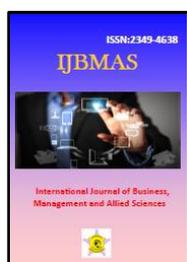
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IMPACT OF TRAINING & DEVELOPMENT ON EMPLOYEES PERFORMANCE IN INDIAN COMPANIES

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ABSTRACT

Employee training and development is a broad term covering multiple kinds of employee learning. Training is a program that helps employees learn specific knowledge or skills to improve performance in their current roles.

Employee development, however, is a much bigger, overall picture. It includes and usually requires a shared responsibility of the employee and the company as a whole. Examples could be taking an employee that is new and during their training stages, you pair them up with an experienced employee.

In producing desired level outcomes or results in Indian company's or organization/workplace "training and development" programme is more effective for employee's performance.

Of course, employee's training is a powerful tool that managers can utilize to help employees bridge the gap between their present level of performance and their desired level of performance.

Keywords: Employee training, performance, responsibilities, training & development, tool.

Introduction

Training both physically, socially, intellectually and mentally are very essential in facilitating not only the level of productivity but also the development of personnel in any organization. Therefore, training can be put in a contact relevant to public sector administrators. However, knowledge is the ability, the skill, the understanding, the information, which every individual requires in order to be able to function effectively and perform efficiently.

When we discuss employee training in Indian company in human resource-HR, generally we are discussing a finite or specific event. For example there are specific training seminars or workshops that will actually have a beginning point (maybe a date) and an ending point. It could be one on one such as training videos or modules.

Employee development, however, is a much bigger, overall picture. It includes and usually requires a shared responsibility of the employee and the company as a whole. Examples could be taking an employee that is new and during their training stages, you pair them up with an experienced employee. We often call this coaching or overlooking. They develop a better understanding of the job A HR manager will often times rotate the employee into different areas of

the job with other employees thus to create a more developed employee, by giving them more job responsibilities and allowing them to learn about the. The relationship between training and employees performance can be very beneficial for the employees. By helping the employee develop the organization will benefit through strengthening of skill level of their employees. When an employee's skill level is increased the employee works more diligently towards achieving company's goals. By implementing this training the company can also become very successful. Employee's performance helps bridge the gap between company's manager and employee. The development of workers or employees bridges the gap between actual works and expectancy of performance appraisals.

Objective of the Study:

The objectives of the study are;

- i. To identify the training and development
- ii. To identify the purpose of training & development.
- iii. To highlights on major importance of 'training & development'.
- iv. To outline and explain about impact of "training & development on employee's performance in Indian companies.

Training

Training is teaching, or developing in oneself or others, any skills and knowledge that relate to specific useful competencies. Training has specific goals of improving one's capability, capacity, productivity and performance. It forms the core of apprenticeships and provides the backbone of content at institutes of technology (also known as technical colleges or polytechnics). In addition to the basic training required for a trade, occupation or profession, observers of the labor-market recognize as of 2008 the need to continue training beyond initial qualifications: to maintain, upgrade and update skills throughout working life. People within many professions and occupations may refer to this sort of training as professional development.

Training is a program that helps employees learn specific knowledge or skills to improve performance in their current roles. Development is more expansive and focuses on employee growth and future performance, rather than an immediate job role.

Training therefore can be explained as a planned and systematic effort by management aimed at altering behavior of employees, in a direction that will achieve organizational goals. A formal training program is an effort by the employer to provide opportunities for the employee to acquire job-related skills, attitudes and knowledge. - McGhee et al (1996:55)

Training and Development:

Employee training and development is a broad term covering multiple kinds of employee learning. Training is a program that helps employees learn specific knowledge or skills to improve performance in their current roles.

Definition of Training and Development:

- Training and Development is a subsystem of an organization which emphasize on the improvement of the performance of individuals and groups. Training is an educational process which involves the sharpening of skills, concepts, changing of attitude and gaining more knowledge to enhance the performance of the employees. Good & efficient training of employees helps in their skills & knowledge development, which eventually helps a company improve.
- Training is about knowing where you are in the present and after some time where will you reach with your abilities. By training, people can learn new information, new methodology and refresh their existing knowledge and skills. Due to this there is much improvement and ads up the effectiveness at work. The motive behind giving the training is to create an impact that lasts beyond the end time of the training itself and employee gets updated with the new phenomenon. Training can be offered as skill development for individuals and groups.

Organizational Development is a process that

“Strives to build the capacity to achieve and sustain a new desired state that benefits the organization or community and the world around them.” *-(From the Organizational Development Network website)*

Purpose of Training & Development:

‘According to Cole (2002) training can achieve’: “The purpose of training in Indian company’s is mainly to improve knowledge and skills, and to change attitudes or behavior. It is one of the most important potential motivators which can lead to many possible benefits for both individuals and the organization. Changing technology requires that employees possess the knowledge, skills and abilities needed to cope with new processes and production techniques”.

The Importance of Training and Development in the Workplace:

Training presents a prime opportunity to expand the knowledge base of all employees, but many employers find the development opportunities expensive. Employees also miss out on work time while attending training sessions, which may delay the completion of projects. Despite the potential drawbacks, training and development provides both the Indian company as a whole and the individual employees with benefits that make the cost and time a worthwhile investment.

Development of skills of employees Training and Development helps in increasing the job knowledge and skills of employees at each level. ... Productivity Training and Development helps in increasing the productivity of the employees that helps the organization further to achieve its long-term goal.

Despite it, there are numerous importance and benefits of ‘training & development’ in the organization or workplace of Indian Company, which includes;

- To increased employee’s motivation time to time.
- To increased innovation in strategies and products.
- To increased job satisfaction and morale among employees.
- To emphasize on quality training.
- To increased efficiencies in processes, resulting in financial gain.
- Feedback from the external faculty and also on the faculty.
- To adopt new technologies and methods for increased capacity.
- To reduced employee’s turnover.
- Risk management is essential, e.g., training about sexual harassment, diversity training.

Employees Performance:

Or,

What is job performance and why is it important?

An ‘employee performance appraisal’ is a process – often combining both written and oral elements – whereby management evaluates and provides feedback on employee job performance, including steps to improve or redirect activities as needed. Documenting performance provides a basis for pay increases and promotions.

Whether an employee has done their job well that is the assessment of ‘job performance’ or Job-Performance Assessment. It’s an individual evaluation – one measured based on a single person’s effort. Human Resource (HR) department will usually manage the assessment, but job performance is a hugely important process to the entire company’s success.

The job related activities expected of a worker and how well those activities were executed. Many business personnel directors assess the employee performance of each staff member on an annual or quarterly basis in order to help them identify suggested areas for improvement.

Impact of Training & Development on Employees Performance:

The relationship between training and employees performance in Indian company’s can be very beneficial to for the employees. By helping the employee development, the organization will benefit through strengthening of skill level of their employees. When an employee’s skill level is increased the employee works more diligently towards achieving company’s goals. By implementing this training the company can also become very successful. Employee’s performance helps bridge the

gap between company's manager and employee. The development of workers or employees bridges the gap between actual works and expectancy of performance appraisals.

The impact of training & development on employee's performance within the workplace or in any organization are as follows;

1. Knowledge:

Knowledge is very essential factor in every field. In this regard, 'training programs' increase an employee's job knowledge. In training of employees performance, knowledge creates an environment whereby the employee can feel more comfortable doing his job and will perform at a high level. Due to lack of essential knowledge, employees are unable to perform properly in their workplace or in the organization. So there should be enhanced job knowledge and skills of employees.

2. Innovation:

Innovation is very important factor for good relation between training and employees performance and productivity. Through innovation employees can improved their performance and they solve their problem themselves. Innovation creates new idea among employees during training & development programme.

3. Career Orientation:

Career-orientation programme can effect on employees performance in training/ training and development programme. These orientation programme have an effect on how an employee performs. Career-orientation can help in employee's future performance for better performance.

4. Goal Orientation:

Goal orientation programme is a human performance programme which also effect on employees performance. Through this programme employee aware about his or her goal. These effective training find out the gap/between what is expected and what is currently being done.

5. Satisfaction:

Within the organization, if employees feel comfortable, it means they are satisfied with their job. In this way, employee can work hard & systematically whereby they can get rewarded and also promoted at workplace or in organization.

Conclusion

Whether an employee has done their job well that is the assessment of 'job performance' or Job- Performance Assessment. It's an individual evaluation—one measured based on a single person's effort. Human Resource (HR) department will usually manage the assessment, but job performance is a hugely important process to the entire company's success.

Employee-performance may be related to numerous factors within the organization or workplace, viz.; knowledge, education, innovation, orientation, job-satisfaction, and management. But there is a definite relationship between training and performance, as training programs can address numerous problems that relate to poor performance.

In producing desired level outcomes or results in Indian company's organization/workplace "training and development" programme is more effective for employees performance.

Of course, employee's training is a powerful tool that managers can utilize to help employees bridge the gap between their present level of performance and their desired level of performance.

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