

A Study on “The Impact of Training And Development on Employee Performance”

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Abstract- Training constitutes a basic concept in human resource development. It is concerned with developing a particular skill to a desired standard by instruction and practice. Every organization should provide training to all the employees irrespective of their qualifications and skills. The purpose of my study was to investigate the impact of training and development on the performance of employees at Indian Telecom Industries, Kanjikode, Palakkad. The study was conducted on the basis of a hypotheses that Ho: There is no relationship between training & development on employee performance no relationships between variables, here H1: There exists a positive relationship between Training & development on the performance of employees. Descriptive mode is used as research design for the study and the relevant data was collected through a well-structured questionnaire. The population size considered for the study was 253 employees which constituted 50% of the total target population of 900 people in different branches of Indian Telecom Industries. The sample size was selected by calculating using sample calculator application and the sample to be considered was 50 employees. 50 questionnaires were distributed to employees during their work and 50 responses were received from different employees selected through simple random sampling. Descriptive and inferential statistics were used for data analysis. The statistical tools used such as Chi square, reliability analysis, regression, ANOVA, weighted average and percentage ANOVA was aligned with the objectives of the study. A significance level of 0.05 was selected in different data analysis calculations. The study concludes by realising that training and development plays a crucial role on the performance of employees, effective training programs and establishment leads to increased productivity of employees and ineffective training leads to lack of skill among employees.

Keywords- Training, MLLN, Turnkey solutions, Productivity, Efficiency, Data Analysis, Impact on Employee performance.

I. INTRODUCTION

Training gives a lot of benefits to the employees such as improvement in efficiency and effectiveness, development

of self-confidence and assists everyone in self-management. It leads to improved profitability and more positive attitudes towards profit orientation. Well trained and highly developed employees are considered as corner stone for such success. Training plays a crucial role in the functioning of organizations, especially in the present situation where rapid technological advancements, evolving market dynamics, and shifting workforce demographics require continuous upskilling and reskilling. Updated technological training can be provided to the employees, to become more updated to new technologies in this modern world. Continuous training should be provided for the employees in a quarterly basis to make them updated with the modern technologies and work environment. It covers the major factors such as the importance of providing training to employees, how training influences employee performance, how training analyses the skill gaps or challenges existing in the employees, need for providing different modes of training to employees and the need for the research. The study offers more knowledge on the training programs offered by the organisation to their employees and how they utilized it effectively in their current working conditions of the organisation, where the employees are lacking their skills and the areas, they require training.

History of Indian Telecommunications has its roots in the dawn of the independence era, when India had around 84,000 telephone lines for its population of 350 million, by 1980, India's telephone service increased with only 2.5 million telephones and 12,000 public phones for a population of 700 million. Only 3 percent of India's 600,000 villages enjoyed telephone service. However, in the late 1990s, a vast change was seen in the telecommunications scenario. By 1999, India had an installed network of more than 25 million telephone lines that spread across 300 cities, 4869 towns, and 310,897 villages, making India's telecommunications network the ninth largest in the world. Telecommunications services, in true sense, began in India in 1851 when a telegraph service became operational between Kolkata, then the seat of the British colonial government, and Diamond Harbor 21 miles away, a trading post of the British East India Company.

ITI Limited is a state-owned manufacturer of telecommunications equipment in India. It was founded in 1948, and today has six manufacturing facilities which produce a range of switching, transmission, and access and subscriber premises equipment. It is headquartered in Bangalore. It produces GSM mobile equipment at its Mankapur and Raebareli plants. These two facilities supply more than nine million lines per annum to both domestic as well as export markets. The company has 250 employees in Palakkad. ITI Limited, Palakkad is equipped with Smart Card assembly facility integrated with manufacturing machines and Level 4 Security for assembly, personalization and testing of SIM cards. It has an Electronic Switching System Manufacturing Unit, for large digital switches and trunk exchanges. The unit is mainly engaged in the manufacturing of electronic equipments & Smart Cards. Besides conventional manufacturing of electronic exchanges, the unit is executing turn key projects like Managed Leased Line Network (MLLN), Stand-alone Signal Transfer Point (SSTP).

II. REVIEW OF LITERATURE

A STUDY ON EFFICACY OF EMPLOYEE TRAINING: REVIEW OF LITERATURE Chidambaram Vijayabanu1,

1. Ramachandran Amudha

The success of any organization depends on appropriate use of human assets available in the organization. All other assets could only be supplementary to human assets. Towards augmenting the human resources and to cope with changes – both internal and external, the organization has to concentrate necessarily on developing the ability, wisdom and skills of its workforce. For the development of human asset, ‘training’ becomes the base. Training is a tool to attain individual, organizational needs related to the jobs undertaken and is also intended to improve the work culture of the group involved in a group task. This paper summarizes the results of the literature review on the effectiveness of training programs of employees from diverse perspective.

2.Mann and Robertson, (1996):

examined trainees’ reaction and knowledge gained as measures for effective training. The results indicated that training increased trainee’s knowledge, however, positive attitudes did not predict how well people are able to perform actual tasks. Attitudes and reaction measure are not linked to later performance and therefore, such measures should be used with caution as ways of evaluating training programs.

3."Training and Development Practices and Their Effect on Employee Performance in the Software Industry" by Priya Sharma, 2021:

Sharma investigates the software industry, revealing that modern training practices are key drivers of enhanced employee performance. The article concludes that well-planned development programs not only improve technical skills but also foster innovation and job satisfaction among employees.

4."The Impact of Training and Development on Employee Performance: A Case Study of Escon Consulting" by John Smith, 2019

This study examines how targeted training programs at Escon Consulting improved both individual and organizational performance metrics. Smith finds that structured development initiatives significantly enhance employee productivity and job satisfaction, highlighting the importance of continual professional growth.

5."Effectiveness of Training and Development on Employee Performance and Organization Competitiveness in the Nigerian Banking Industry" by Akinoyemi Alade, 2020

Alade's research focuses on the Nigerian banking sector, demonstrating that comprehensive training programs are vital for maintaining competitive advantage. The study shows a direct correlation between well-executed training schemes and improved employee performance, leading to enhanced organizational success.

6."Training and Development: A Tool for Employee Performance in the Telekom Malaysia Berhad" by Siti Noorhayati, 2018

Noorhayati explores how Telekom Malaysia Berhad's investment in employee training and development yields significant improvements in performance and productivity. The findings suggest that continuous learning opportunities are essential for sustaining employee engagement and effectiveness.

III. OBJECTIVES

PRIMARY OBJECTIVE:

✧To analyse the impact of Training and Development on Employee Performance.

SECONDARY OBJECTIVE:

- ✧ To analyse the Training methods adopted by the organization.
- ✧ To assess the impact of training programs of employees and its effect on the performance of the organization.
- ✧ To identify the weak areas where the employee requires training.
- ✧ To outline the effect of these programs in the overall performance of the organization.

IV. RESEARCH METHODOLOGY

A research methodology describes the techniques and procedures used to identify and analyse information regarding a specific research topic. It is a process by which researchers design their study so that they can achieve their objectives using the selected research instruments. It includes all the important aspects of research, including research design, data collection methods, data analysis methods, and the overall framework within which the research is conducted.

RESEARCH DESIGN

Descriptive Research is used for the Data collection and study which is a method used to try and determine the characteristics of a population or a particular phenomenon. It uses a range of both qualitative research & quantitative data to gather information to make accurate predictions about an issue or hypothesis. It helps to identify characteristics in their target market or particular population. Data collection was done through both Internal Sources and External Sources which contains primary data and secondary data. The organization ITI Limited, Palakkad consists of totally 253 Employees which is the sample population. A group consisting of 50 employees were selected for the study using simple random sampling method which is the sample size of the study which was calculated using sample calculator. A sample design is a definite plan for obtaining a sample from a given population. The employees were interviewed using the simple random sampling technique. Primary data collection was done by distributing questionnaire relevant to the topic of study to a randomly selected group of employees in the organization. The secondary data required was collected from, reports, journals, articles, trusted digital websites including company website, books etc..... The tools used for data analysis are Reliability analysis, Chi square test, ANOVA, Regression, Weighted average method and Regression.

V. DATA ANALYSIS

Reliability Analysis

Cronbach’s Alpha	No of Variables taken
.572	2

Reliability of the Demographic variable and Designation of the employees.

Reliability statistics

By testing the reliability of the Demographic variable and Designation of the employee and their work experience, the Cronbach’s Alpha value is found as .572 which means that the demographic data has 57% validity.

ANOVA-Single Factor

SUMMARY

Groups	Count	Sum	Average	Variance
Lectures	4	9	2.25	1.583333
Practical sessions	4	29	7.25	29.58333
Demonstration	4	9	2.25	4.25
Discussions	4	3	0.75	0.916667

ANOVA

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	96.75	3	32.25	3.550459	0.047819	3.490295
Within Groups	109	12	9.083333			
Total	205.75	15				

INTERPRETATION

1. Between Groups Variability: The sum of squares (SS) between groups is 96.75 with 3 degrees of freedom (df) and a mean square (MS) of 32.25. This indicates the variability between the age and different methods of training programs provided to them.
2. Within Groups Variability: The SS within groups is 109 with 12 df and a MS of 9.083333. This represents the variability within each group, differences in training provided to different age groups.
3. F-Statistic: The F-value is calculated as 3.550459, which is the ratio of MS between groups to MS within groups. In this case, the F-value is compared to the critical F-value of 3.490295 to determine if the test is statistically significant.
4. P-Value: The P-value associated with the F-statistic is 0.047819, indicating the probability of obtaining the observed results by chance. A P-value less than the significance level (usually 0.05) would suggest that the differences between groups are statistically significant.

Interpretation: Based on the results, if the F-value is greater than the critical F-value and the P-value is less than the significance level, it can be concluded that there is a significant difference between the groups in terms of age of employees with different modes of training programs provided to them. Further post-hoc tests may be conducted to determine specific group differences.

Weighted Average Method

PARTICULARS	Strongly agree	Agree	Neutral	Disagree
Training reduces constant supervision	17	28	4	1
Training helps to be updated to new technology	31	8	9	2
Application of training to practical environment	0	31	18	1
New projects are provided to employees who utilizes training	30	7	8	5
Training instructor response to trainee doubts	31	9	2	8

RANK	1	2	3	4
WEIGHT(W)	4	3	2	1

$W = 4+3+2+1 = 10$

WEIGHTED AVERAGE:

$161/10 = 16.1$

$168/10 = 16.8$

$130/10 = 13$

$162/10 = 16.2$

$161/10 = 16.1$

PARTICULARS	WEIGHTED AVERAGE	RANK
Training reduces constant supervision	16.1	3
Training helps to be updated to new technology	16.8	1
Application of training to practical environment	13	4
New projects are provided to employees who utilizes training	16.2	2
Training instructor response to trainee doubts	16.1	3

INTERPRETATION

According to the weighted average method first rank is attained for the statement that training helps employees to be updated to new technologies, second rank is given for the opinion that new projects are given to employees who utilizes training effectively, third rank is evenly distributed to both the statements that training reduces constant supervision and training instructor responses to trainee doubts and the final rank is provided for the statement that the training received is applied by employees to the practical environment.

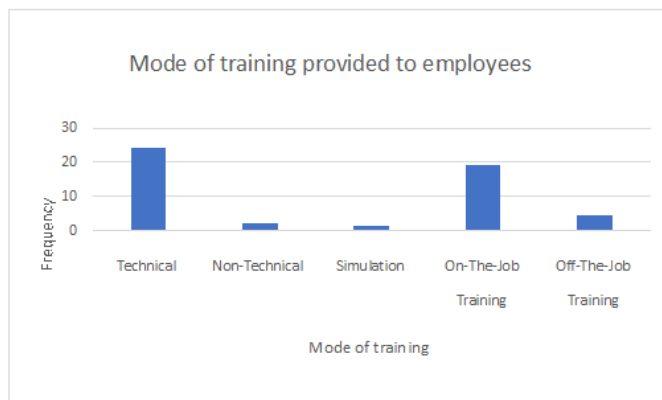
Percentage Analysis

Table 1.1 Mode of training programs provided by the organization

Method Of Training	Frequency	% Of Responses
Technical	24	48
Non-Technical	2	4
Simulation	1	2
On-The-Job Training	19	38
Off-The-Job Training	4	

INTERPRETATION

The above table and below chart figures, out that 48% of the employees are provided with technical training, 38% are given on the job training, 8% are doing off the job training, 4% is practicing non-technical training programs and 2% are provided with simulation training. Mode of training provided by organization to employees



VI. CONCLUSION

The organization can achieve their goals only if the employees are provided with good Training Programs. The firm must realize the necessity of training the employees at the workplace and should remain proactive in providing training programs thereby increasing the productivity of employees. Updated Technological Training can be provided to the employees, to become more productive. Continuous training should be provided for the employees in a quarterly basis to make them updated with the modern technologies and work environment. Employees working in management departments such as HR, Finance, Marketing, Purchase must be provided with training programs rather than focusing on training employees on technical department. From the anova it can be concluded that there is a significant difference between the groups in terms of age of employees with different modes of

training programs provided to them. Through conducting weighted average method first rank is for the statement that training helps employees to be updated to new technologies, second rank is provided for the opinion that new projects are given to employees who utilizes training effectively, third rank is evenly distributed to both the statements that training reduces constant supervision and training instructor responses to trainee doubts and the final rank is provided for the statement that the training received is applied by employees to the practical environment.

From the percentage analysis it is clear that 48% of the employees are provided with technical training, 38% are given on the job training, 8% are doing off the job training, 4% is practicing non-technical training programs and 2% are provided with simulation training.

Training provided to the employee should not only help them to increase their productivity but should also help in the career development of the employees. If the management considers lack of skills on performance as the problem of an Individual employee and not as the problem of whole group, then they have to meet up with the loss due to decreased productivity, increased absenteeism. The organization should handle the issues regarding providing training programs in a more effective way, to improve the performance and increase the productivity or the Employees. Continuous training should be provided for the employees in a quarterly basis to make them updated with the modern technologies and work environment. Training provided to the employee should not only help them to increase their productivity but should also help in the career development of the employees.

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