



Effects of Training and Development on Employee Performance and Social Productivity: A Case Study of IT Sector

Received : 3-4-2022
 Accepted : 15-7-2022

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Plagiarism: 12%

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Keywords:

Training & Development, Employees Performance, Organizational Performance

Classification-JEL : M15, M51, M53

How to Cite:

Gupta, Santosh Kumar (2022). Effects of Training and Development on Employee Performance and Social Productivity: A Case Study of IT Sector. *Journal of Commerce and Trade* (H. Agarwal, Ed.) 17 (2), 10-14. doi:10.26703/JCT.v17i2-3

ABSTRACT

Now days, organization and individual should develop and progress all together for their survival and accomplishment of mutual goals. So, every modern management must develop the organization through human resources development. Human resources development including training and developments helps in enhancing internal capabilities of an organization to deal with current or future challenges effectively. The purpose of this paper is to investigate whether training and development has impact on employees' performance and productivity. This paper is descriptive in nature, and data has been collected through various primary and secondary sources. The methodology was based on a questionnaire survey to collect the data, the study obtained information from one hundred ten (110) respondents from IT Sector. Two Hypotheses are developed to see the Influences of all the independent variable on the overall employees' performance and productivity. Both hypotheses were examined through SPSS. The major finding of the study is that training and development positively influence the employee's performance & productivity.

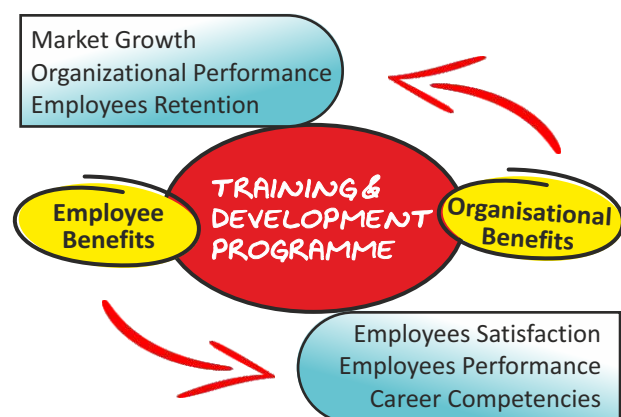
1. INTRODUCTION

Training is a specialized function and one of the fundamental functional functions for human resource development. In this competitive era, every organization requires trained manpower to perform activities effectively and efficiently. It would not be wrong to say that the success of organizations depends on the work and performance of the employees. There are so many challenges in this era, in which training plays a very important role. Training is a nerve that enhances the quality of work life of the employees as well as helps in the growth of the organization.

The main objective of this paper is how to enhance the effects of training and development on employee performance as well as social productivity. The study found that training is a significant contributor to higher employee performance. The study suggested that the training and development of all employees should be enthusiastically pursued, and employers should provide mandatory

training programs for all employees from time to time to enhance performance and productivity. The study also found that due to the training methods and tools used by the company, the work contribution of the employees has improved a lot. Thus, it has a positive impact on the performance of the employees and improves their skills and work efficiency.

Figure 1: Training & Development Programme



Source: Author's Preparation

2. REVIEW OF LITERATURE

Every organization is unable to achieve its objectives without training and development. Much researches are being done in this area to understand the importance of training and development.

Ananthalakshmi Mahadevan et al. (2019) studied the impact of training methods on employee performance in a direct-selling organization in Malaysia. Researchers claimed that building a skillful and knowledgeable workforce is one of the vital activities in an organization to ensure a high level of competency with a proficient team in order to sustain and grow in a dynamic business environment. The objective of this study was to examine the impact of on-the-job and off-the-job training on employee performance. The result showed that both on-the-job and off-the-job training achieved a standard coefficient beta value of 0.370 and 0.546 respectively with a significant value of 0.000. Based on the beta value reading researcher found that off-the-job training has a higher impact compared to on-the-job training on employee performance.

Abbas Q. And Yakub's (2009) study found that training and development is positively related and claimed a statistically significant relationship with employee performance and effectiveness.

As per Mitchell Armstrong, "Training refers to the systematic development of the knowledge, skills, and attitudes necessary to perform adequately any given task or job." (Source: A Handbook of Human Resource Management Practice, Kogan Page, 8th ed., 2001).

As per Edwin B Filippo, "Training is the act of growing knowledge and skills of an employee for doing a particular job." (Source: Personnel Management, McGraw Hill; 6th Edition, 1984).

The term 'training' specifies the process involved in refining the aptitudes, skills, and capabilities of the employees to perform specific jobs. Training helps in updating old talents and developing new ones. 'Successful candidates placed on the jobs need the training to complete their duties effectively'. (Source: Aswath-Appa,

K. Human resource and Personnel Management, New Delhi: Tata McGraw-Hill Publishing Company Limited, 2000, p.189).

The principal objective of the training is to make sure the availability of a skilled and willing workforce to the organization. In addition to that, there are four other objectives: Individual, Organizational, Functional, and Social.

3. RESEARCH METHODOLOGY

3.1 Objectives of the Study

a. Primary Objectives:

i) To understand how to increase the effectiveness of training and development in its solutions.

b. Secondary Objectives:

i) To analyze how the training helps in the growth of the organization and how the growth of the organization will be hindered if training is not given.

ii) To analyze whether employees are gratified with the current training method.

iii) To analyze the training method used by the employee and how they are evaluated.

iv) To identify employees' competency level when they are given training.

3.2 Nature of Research

Descriptive research, also known as statistical research, describes data and characteristics about the population or phenomenon being studied. Descriptive research answers the questions who, what, where, when and how. Although the data description is factual, accurate and systematic, the research cannot describe what caused a situation. Thus, descriptive research cannot be used to create a causal relationship, where one variable affects another. In other words, descriptive research can be said to have a low requirement for internal validity.

3.3 Questionnaire

A well-defined questionnaire that is used effectively can gather information on both the overall performance of the test system as well as information on specific components of the system.

A defeated questionnaire was carefully prepared and specially numbered. The questions were arranged in proper order, in accordance with the relevance.

3.4 Sample Size

Research design is a link between what has been established and what needs to be done in conducting the study to achieve the goal. The descriptive research design was the research design used in this study.

3.5 Data Collection Methods

a. *Primary Source*

In this study, the primary data was collected from the employees of IT Organizations mainly through questionnaire. The questionnaire was distributed among the employees of IT Organizations. Since the focus of the research is on employees of IT Organizations, we collected random samples (convenience sampling) from 110 employees.

b. *Secondary Source*

Secondary data refers to the data that was previously collected by others for another purpose. It includes the company Website, Internet and Manuals, and Research Papers and Books.

4. DATA ANALYSIS

SPSS is used for Data analysis. Chi-Square is used to test the hypothesis and to draw inferences. It is a non-parametric test useful to establish an association between two categorical variables. The frequency dumping in each cell of the cross tabs allows identification of the association between two types of heterogeneous groups and also the nature of cases in that particular cell. It also exhibits linear by linear relationship, and crammer's phi-statistics to study the relationship.

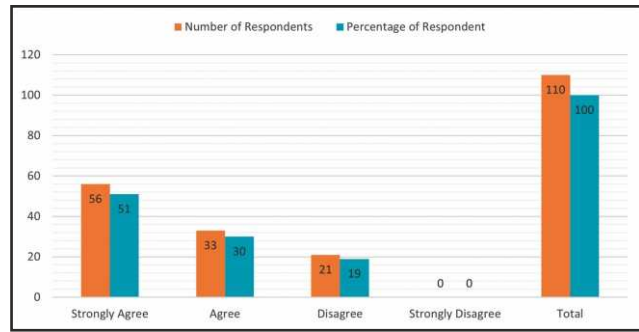
4.1 Induction Training is a Well-Planned Exercise

Table 1

Answer	Number of Respondents	Percentage of Respondents
Strongly Agree	56	51
Agree	33	30
Disagree	21	19
Strongly Disagree	00	00
Total	110	100

Source: Primary Survey

Figure 1



Source: Table 1

Inference: 51% of the respondent strongly agrees that the induction training is well planned exercise in organization, 30% of the respondent agrees that the induction training is well planned exercise in organization and 19% of the respondent disagrees that the induction training is well planned exercise in organization.

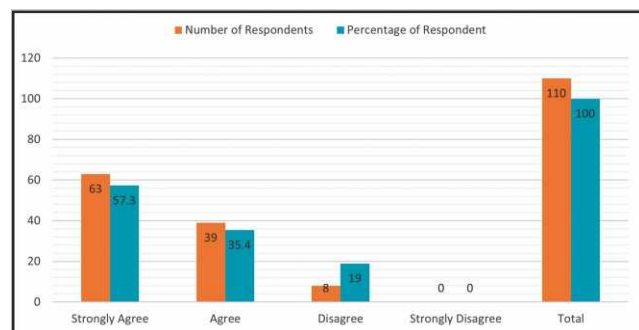
4.2 The Association Between Effectiveness of Training and Performance of Employees

Table 2

Answer	Number of Respondents	Percentage of Respondents
Strongly Agree	63	57.3
Agree	39	35.4
Disagree	8	7.3
Strongly Disagree	0	0
Total	110	100

Source: Primary Survey

Figure 2



Source: Table 2

Inference: 57.3% respondents strongly agree the training increases productivity by both quality and quantity. 35.4% respondents agree the training increases productivity by both quality and quantity. 7.3% respondents strongly disagree the training increases productivity by both quality and quantity.

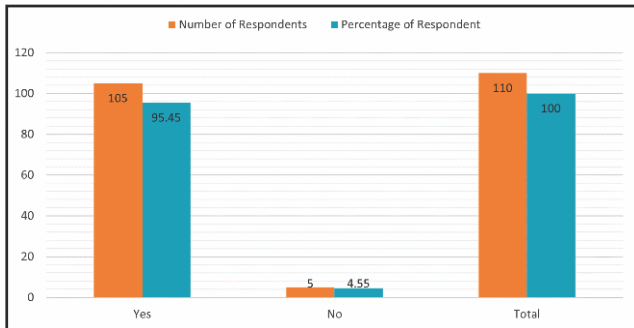
4.3 Did You Think the Content in the Training Material was Sufficient?

Table 3

Answer	Number of Respondents	Percentage of Respondents
Yes	105	95
No	5	5
Total	110	100

Source: Primary Survey

Figure 3



Source: Table 3

5. CHI SQUARE TEST

The Method of Training is Used to Increase the performance of employees

Table 4

Answer	Number of Respondents	Percentage of Respondents
Strongly Agree	63	57.3
Agree	39	35.4
Disagree	8	7.3
Strongly Disagree	0	0
Total	110	100

Source: Primary Survey

6. HYPOTHESES TESTING

6.1 Null Hypothesis

There is no significant association between the effectiveness of training and performance of the employees.

6.2 Alternative Hypothesis

There is significant association between effectiveness of training and Performance of organization.

Table 5: Calculation of Chi-Square

Sl. No.	Answer	Observed Frequency (O)	Expected Frequency (E)	O-E	(O-E) ²	(O-E) ² /E
1	Strongly Agree	63	27.5	35.5	1260.25	45.83
2	Agree	39	27.5	11.5	132.25	4.80
3	Disagree	8	27.5	-19.5	380.25	13.83
4	Strongly Disagree	0	27.5	-27.5	756.25	27.50
	Total (N=4)	110	110			ε² = 91.96

Source: Primary Survey

$$E = \Sigma O / N = 27.5$$

$$\chi^2 = \Sigma \frac{(O - E)^2}{E} = 91.96$$

Degree of Freedom (d. f.)

$$v = [r-1] \times [c-1]$$

$$v = [2-1] \times [2-1] \quad V = 1 \times 1$$

$$v = 1$$

Table value of Chi-Square at 5% significance level = 3.84 (constant)

The Calculated value i.e., 91.96 is greater than the table value i.e, 3.84 (at 5% significance level).

Therefore, there is significant association between effectiveness of training and performance of employees. The Null hypothesis is rejected, thus and the alternative hypothesis is accepted.

7. CONCLUSION

The training & development process is the foundation of all training activities. Training needs are broadly identified at all levels of the organization which helps in further developing and implementing successful training agendas for its employees. Priority is given to 'need-based training' which will have a direct influence on the efficiency of the workforce and improve work effectiveness. Training measures typically provide valuable input to employees to efficiently perform current as well as future roles. The decision of the study is that a good training program will upsurge the performance of the employee. When the work capacity of the workforce must be developed according to the competition, then the organization must increase the effectiveness of training along with

other plans.

Organizations can focus on conducting training for the employees to increase the morale level of the employees and improve their skills. The analysis is done with a data of 110

where the result can vary with the increase in the sample size. Some of the items may not depict the actual response or the feeling of the individual as the employee would have faced the matter of confidentiality. ■

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