

EFFECTIVENESS OF TRAINING AND DEVELOPMENT ON EMPLOYEE PERFORMANCE; A STUDY WITH REFERENCE TO BABY ENGINEERING PVT LTD, TRICHY

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ABSTRACT

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. The study focused on effectiveness of training and development on employee performance in Baby Engineering pvt ltd, Trichy. The major objective of the study is to explore the relationship between training and employee performance. The study implied descriptive research design and the data were collected through structured questionnaire from a sample which is defined through simple random sampling method.

Key Words: Training and development, Employee performance.

I INTRODUCTION

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 adds 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.

1.1 OBJECTIVE OF THE STUDY

- 1] To study the existing methods of training and development programs provided to employees in the organization.
- 2] To explore the relationship between employee training with their performance.
- 3] To measure the performance of employees during the post training period.
- 4] To suggest some measures to improve the training and development programs.

1.2 NEED OF THE STUDY

Training is a crucial factor to develop and retain the potential employees. To design the training process a vast area of knowledge is required. Sometimes training is not only the solution of a particular problem. The main reason to propose this topic is to acquire and develop my knowledge regarding the training and also to propose a conceptual framework to measure the success of training. Though I am a HRM major student, so proposed topic is directly related to my study. I can also develop my career with this topic. It will also enhance my knowledge. The contribution of this paper is that it will help to measure the success of training and also help to know the effectiveness of training and development on employee performance.

1.2 COMPANY PROFILE

Baby industry was established in the year 1975. BEPL entered in to fabrications works of M/s BEPL, Trichy. Today BEPL is in a position to boast itself as the pioneer in manufacture components for power plant equipment namely boiler, heat exchanger, auxiliaries, HRSG, WHB, low and High pressure piping, structures etc. Conforming requirements of ASME, ANSI, IBR, ISO, NPCIL. The accrual of experience and know-how achieved through many years of existence are always the preliminary point for every new customer. Planning the future is continuous and never-ending activity at BEPL.

1.3 METHODOLOGY

Descriptive Method

This research is based on descriptive research. The Descriptive research includes surveys and fact – finding enquiries of different kinds. The descriptive research is concerned with the describing the characteristics of a particular individual or of a group.

SAMPLING DESIGN

Sampling size

The sample size taken for the study is about 150.

Sampling procedure

Simple Random sampling – is subset of a statistical population in which each member of the subset has an equal probability of being chosen. A Simple random sample is meant to be an unbiased representation of a group.

DATA COLLECTION METHOD

Source of data collection

The data collected by both Primary and Secondary data collection method.

1] **Primary Data** is gathered by distributing a questionnaire.

2] **Secondary Data** collected from books, journals, magazines and internet.

STATISTICAL TOOL

In this study, the following statistical tools are used as follows:

Simple percentage method

Percentage analysis is the method to represent data as a percentage (a part in 100%) for better understanding of collected data.

$$\% = (\text{No of Respondents} / \text{Total sample}) * 100$$

Chi – square test

$$\chi^2 = \sum \frac{(\text{Observed} - \text{Expected})^2}{\text{Expected}}$$

Chi- square test is used to assess two types of comparison: Test of goodness of fit and test of independence. A test of goodness of fit establishes whether or not an observed frequency distribution differs from a theoretical distribution.

Rank Correlation

Spearman's Rank Correlation Coefficient is the non-parametric statistical measure used to study the strength of association between the two ranked variables. This method is applied to the ordinal set of numbers, which can be arranged in order.

$$R = (1 - 6 \sum D^2) / N (N^2 - 1)$$

Software Packages Used: SPSS (Statistical Packages for Social Science) Version 16.0

1.4 REVIEW OF LITERATURE

1] **Adam Omar Karia, Stella Omari and Yona Kimari** studies the importance of training and development on performance of public water utilities in Tanzania. The study adopts both descriptive and correlation research designs. Questionnaires were employed to collect the necessary data. The study finds that positive influence on performance of the public water utilities through improves employee behavior, attitude, knowledge and skills.

2] **Aidah Nassazi (2002)** studies an effect of training on employee performance in telecommunication sector. The study adopts both quantitative and qualitative research design and it imbibes both primary and secondary data. The study finds that training and development have an impact on the performance of employee.

3] **Bhabani Kanta, Soumya Mishra and Manoranjan Dashin (2017)** they studied that effectiveness of training and development in industrial and service sector. The aim of the study is to find out the differences in perception of employees from service sector and industrial sector with regard to the effectiveness of training and development programs in their organization. Data were collected from primary data sources using structured questionnaire. Stratified random sampling technique was used to select the respondents. The study finds that the perceptual difference among employees of service and industrial sector with regard to training effectiveness.

4] **C.suresh Kumar (2014)** studied an effectiveness of employee training in an automotive component manufacturing organization. Objective of the study is to analyze the effectiveness of training and to study the relationship between age and effectiveness of training. The study adopts descriptive research design. The study finds that the training program should be conducted on a regular basis as 65% of the respondents agreed that the training programs are highly useful.

II DATA ANALYSIS AND INTERPRETATION

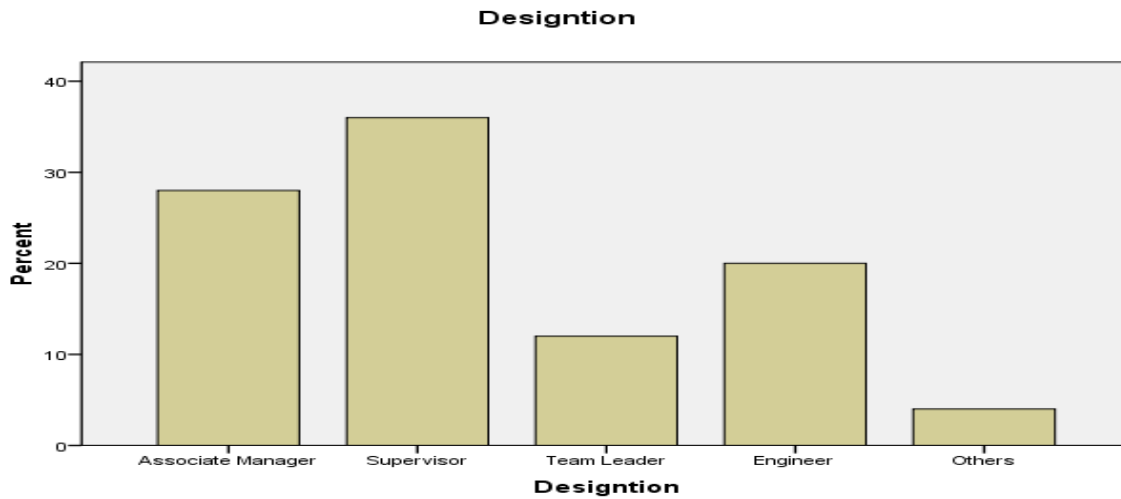
2.1 Percentage Analysis

Table Name: Designation of the respondents

- The question was framed to identify the designation of the respondents.

S.No	Factors	No.of.Respondents	Percentage
1	Associate Manager	42	28.0
2	Supervisor	54	36.0
3	Team Leader	18	12.0
4	Engineer	30	20.0
5	Others	6	4.0
6	Total	150	100.0

The above table shows that designation of the respondents and the data were collected through structured questionnaire.



Interpretations

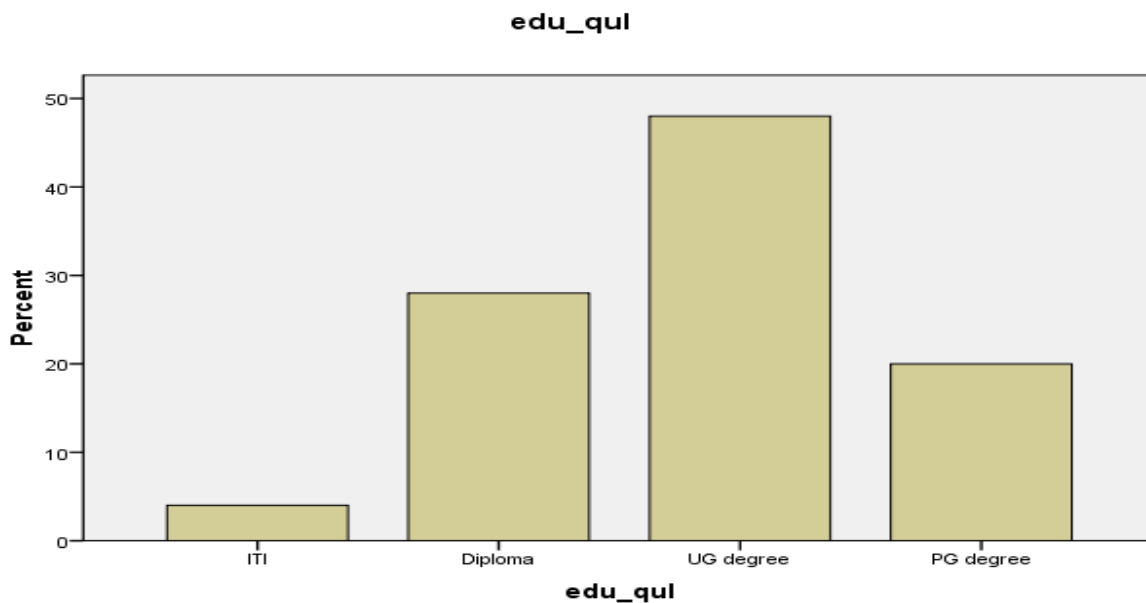
The above table shows that, 28.0% are associate manager, 36.0% are supervisor, 12.0% are team leader, 20.0% are engineer, 6% are others

Table Name: Education Qualification

- The question was framed to know the educational qualification of respondents.

S.No	Factors	No.of.Respondents	Percentage
1	ITI	6	4.0
2	Diploma	42	28.0
3	UG degree	72	48.0
4	PG degree	30	20.0
5	Total	150	100.0

The above table shows that education qualification of the respondents and the data were collected through structured questionnaire.



Interpretations

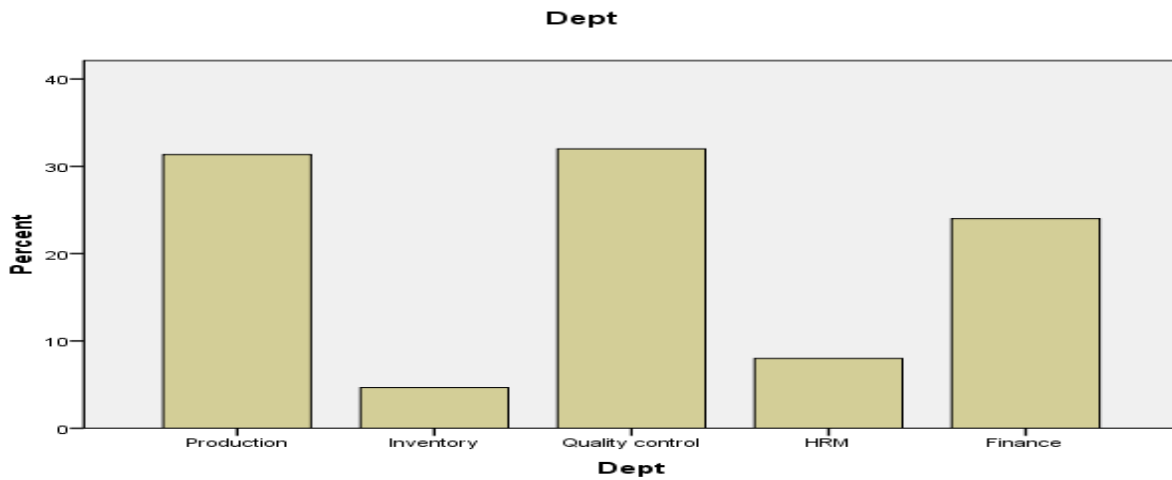
The above table shows that the educational qualifications of the employees 4.0% of them completed ITI, 28.0% of Diploma, 48.0% of UG Degree, 20.0% of PG Degree.

Table Name: Departments

- This was framed to identify the department of the respondents

S.No	Factors	No.of.Respondents	Percentage
1	Production	47	31.3
2	Inventory	7	4.7
3	Quality control	48	32.0
4	HRM	12	8.0
5	Finance	36	24.0
6	Total	150	100.0

The above table shows that department of the respondents and the data were collected through structured questionnaire.



Interpretations

The above table shows that corresponding department of respondents 31.3% of them from production department, 4.7% from inventory, 32.0% from quality control, 8.0% from HRM, 24.0% from finance.

Table Name: Experience of Employees

- The question was framed to know the years of work experience of the respondents

S.No	Factors	No.of.Respondents	Percentage
1	Below 1 year	24	16.0
2	2-4 years	24	16.0
3	5-7 years	48	32.0
4	8-10 years	12	8.0
5	More than 10 years	42	28.0
6	Total	150	100.0

The above table shows that years of experience of the respondents and the data were collected through structured questionnaire.



Interpretations

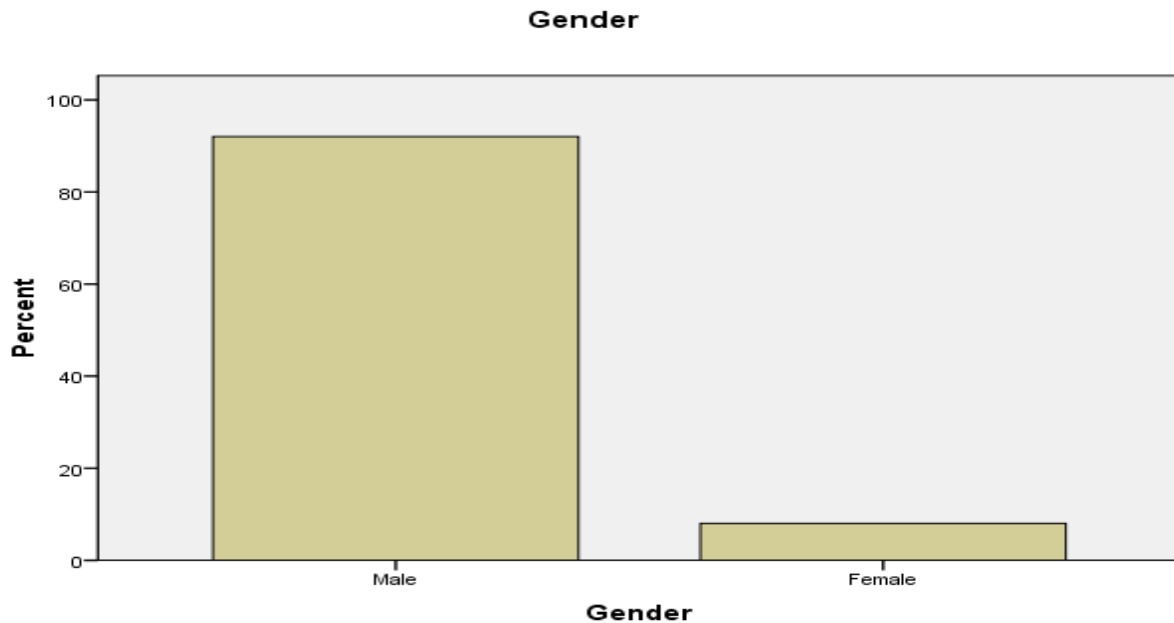
The above table shows that 16.0% is below one year of experience, 16.0% is 2-4 years, 32.0% is 5-7 years, 8.0% is 8-10 years, 28.0% is more than 5 years of experience.

Table Name: Gender

- The question was framed to know the sexuality of the respondents

S.No	Factors	No.of.Respondents	Percentage
1	Male	138	92.0
2	Female	12	8.0
3	Total	150	100.0

The above table shows that sexuality of the respondents and the data were collected through structured questionnaire.



Interpretations

The above table shows that the 92.0% of are male and 8.0% of them are female from the respondents.

Table Name: Training Method

- This question was framed to verify the training method offered by the company

S.No	Factors	No.of.Respondents	Percentage
1	Lecture	24	16.0
2	Demonstrations	18	12.0
3	Discussions	18	12.0
4	Presentation	48	32.0
5	Internship	42	28.0
6	Total	150	100.0

The above table shows that various training method provided by the company and the data were collected through structured questionnaire.



Interpretations

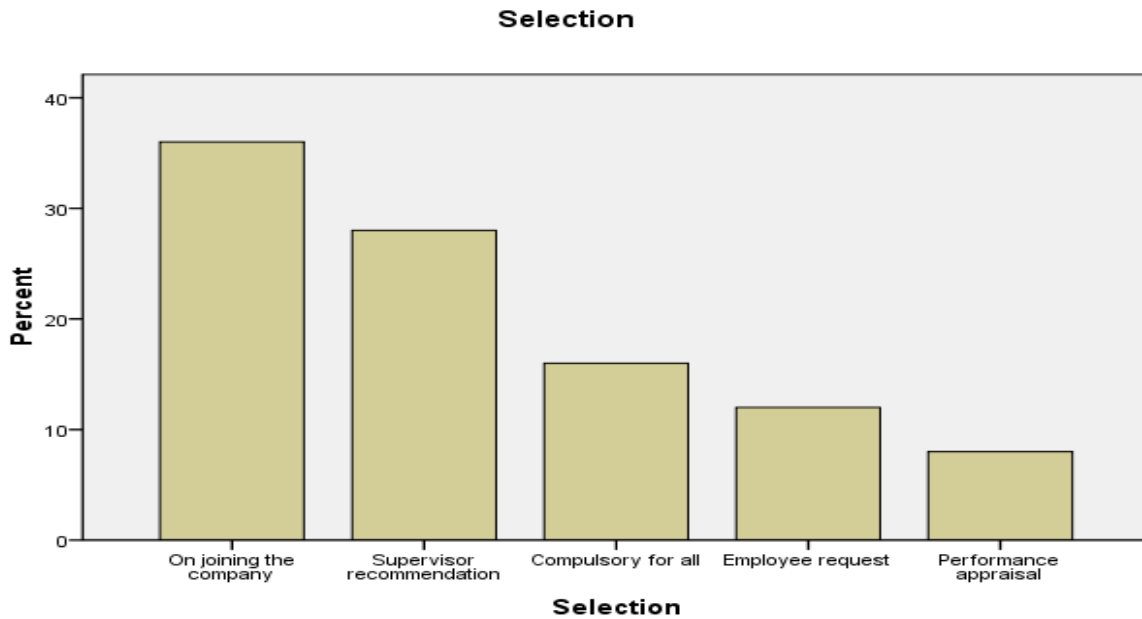
The above table shows that the employee training method used in the organization 16.0% is lecture method, 12.0% is Demonstrations, 12.0% is discussions, 32.0% is presentation, 28.0% is internship method.

Table Name: Basis of selection for training

- The question was framed to know at what basis the employees were selected for training.

S.No	Factors	No.of.Respondents	Percentage
1	On joining the company	54	36.0
2	Supervisor recommendation	42	28.0
3	Compulsory for all	24	16.0
4	Employee request	18	12.0
5	Performance appraisal	12	8.0
6	Total	150	100.0

The above table shows that the basis of selection for training and the data were collected through structured questionnaire.



Interpretations

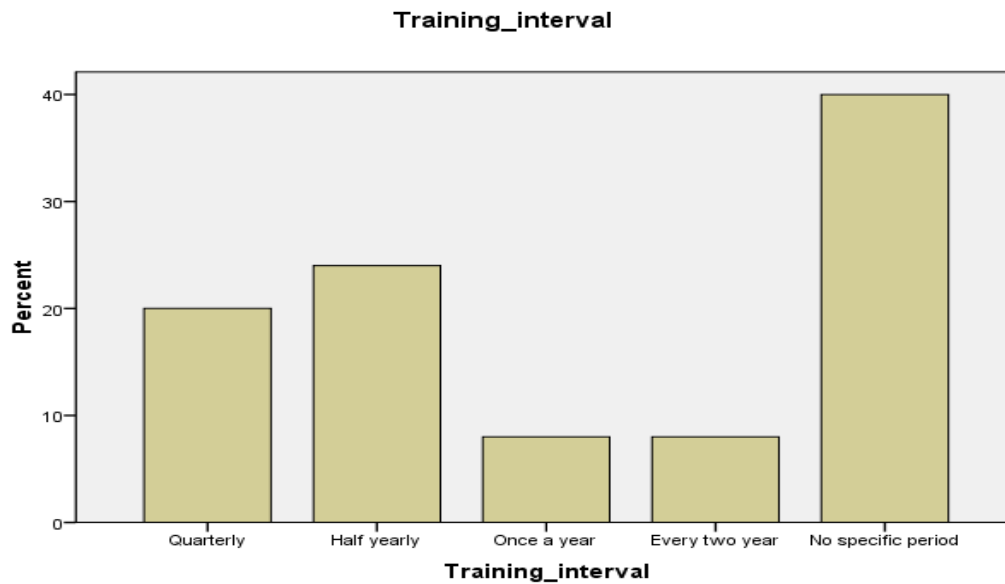
The above table shows that the selection procedure of employees for training 36.0% of on joining the company, 28.0% of supervisor recommendation, 16.0% of compulsory for all, 12.0% of employee request, 8.0% of performance appraisal.

Table Name: Training Interval Period

- The question was framed to know how often employees undergo training.

S.No	Factors	No.of.Respondents	Percentage
1	Quarterly	30	20.0
2	Half yearly	36	24.0
3	Once a year	12	8.0
4	Every two year	12	8.0
5	No specific period	60	40.0
6	Total	150	100.0

The above table shows that how often the employees were undergo training and the data were collected through structured questionnaire.



Interpretations

The above table shows that the training interval for employees 20.0% is quarterly, 24.0% is half yearly, 8.0% is once a year, 8.0% is every two year, 40.0% is no specific period.

2.2 Chi-square Test

1]Checking relationship between training program is relevant to job and commitment on work

H0: There is no relationship between training program is relevant to job and commitment on work

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	25.568 ^a	3	.000
Likelihood Ratio	29.978	3	.000
Linear-by-Linear Association	4.620	1	.032
N of Valid Cases	150		

a. 4 cells (50.0%) have expected count less than 5. The minimum expected count is 2.40.

H1: There is a relationship between training program is relevant to job and commitment on work

Relavent_to_job * Work_commitment Crosstabulation

			Work_commitment				Total
			Very Large Extent	Large Extent	Neutral	Some Extent	
Relavent_to_job	Strongly Agree	Count	54	30	0	6	90
		Expected Count	43.2	39.6	3.6	3.6	90.0
		% within Relavent_to_job	60.0%	33.3%	.0%	6.7%	100.0%
	Agree	Count	18	36	6	0	60
		Expected Count	28.8	26.4	2.4	2.4	60.0
		% within Relavent_to_job	30.0%	60.0%	10.0%	.0%	100.0%
Total	Count	72	66	6	6	150	
	Expected Count	72.0	66.0	6.0	6.0	150.0	
	% within Relavent_to_job	48.0%	44.0%	4.0%	4.0%	100.0%	
	% within Work_commitment	100.0%	100.0%	100.0%	100.0%	100.0%	

Interpretations

The calculated value is greater than table value. Therefore Null hypothesis is rejected alternative hypothesis is accepted, so there is a relationship between training program is relevant to job and job commitment on work.

2] Checking relationship between training increases the quality of work and productivity

H0: There is no relationship between training increases the quality of work and productivity

H1: There is a relationship between training increases the quality of work and productivity

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	83.939 ^a	4	.000
Likelihood Ratio	52.352	4	.000
Linear-by-Linear Association	9.222	1	.002
N of Valid Cases	150		

a. 4 cells (44.4%) have expected count less than 5. The minimum expected count is .48.

Incre_Quality_of_work * Productivity Crosstabulation

			Productivity			Total
			Very Large Extent	Large Extent	Neutral	
Incre_Quality_of_work	Strongly Agree	Count	30	18	6	54
		Expected Count	23.8	25.9	4.3	54.0
		% within Incre_Quality_of_work	55.6%	33.3%	11.1%	100.0%
		% within Productivity	45.5%	25.0%	50.0%	36.0%
	Agree	Count	36	54	0	90
		Expected Count	39.6	43.2	7.2	90.0
		% within Incre_Quality_of_work	40.0%	60.0%	.0%	100.0%
		% within Productivity	54.5%	75.0%	.0%	60.0%
	Neutral	Count	0	0	6	6
		Expected Count	2.6	2.9	.5	6.0
		% within Incre_Quality_of_work	.0%	.0%	100.0%	100.0%
		% within Productivity	.0%	.0%	50.0%	4.0%
Total	Count	66	72	12	150	
	Expected Count	66.0	72.0	12.0	150.0	
	% within Incre_Quality_of_work	44.0%	48.0%	8.0%	100.0%	
	% within Productivity	100.0%	100.0%	100.0%	100.0%	

Interpretations

The calculated value is greater than table value. Therefore Null hypothesis is rejected alternative hypothesis is accepted, so there is a relationship between training increases the quality of work and productivity.

III Findings

3.1 Percentage Analysis

- 1] The maximum 36% of the respondents are from supervisor, minimum 4% of from other categories.
- 2] Maximum 46% of the employees are Under Graduated, minimum 4% of the employees are ITI quqlified.
- 3] Maximum 32% of the respondents are from Quality control department, minimum 4.7% of the respondents are from inventory control department.
- 4] Maximum 32% of the respondents have 5-7 years of experiance, minimum 8% of the respondents are haave 8-10 years of experiance.
- 5] Maximum 92% of the respondents are male, minimum 8% of the respondents are female in the Baby engineering pvt ltd, trichy.
- 6] Maximum 32% of the respondents are choose presentation method of training, minimum 12% of the respondents are choose demonstration and discussion method of training.
- 7] Maximum 36% of the employees are selected for training on the basis of On joining the company, minimum 8% of the employees are attend training for perfoemance appraisal.
- 8] Maximum 40% of the employees choose there is no specific period to attend training program, minimum 8% of the employees attend training once a year.

3.2 Chi-square Test

- 1] From the result of chi-square test there is a relationship between training program is relevant to job and commitment on work.
- 2] From the result of chi-square test there is a relationship between quality of work and productivity.

CONCLUSION

Employee training is the most suitable method to modify and manage workforce skills according to organization's objectives and to improve the overall organizations' performance.

Organizations' performance always depend upon performance of its employees, so training also plays an important role in increasing employees' job motivation, satisfaction and commitment.

From the study I conclude that training and development is the essential part of the organizations activities training and development increases the employee performance in the way of job skills, commitment on work, productivity and job competence.

In future if they have an idea to change the training method Audio-conferencing and Web-based training is most suitable method of training which is suitable to their organization.

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