

Impact of Training on the Performance of Employees: Conceptual Study in Context to Motivation and Job Satisfaction in an Organization

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Abstract—

As quoted, "Practice is the hardest part of learning, and training is the essence of transformation." Employees are the most valuable asset for any organization, because a skilful work without human capital is not at all possible. With this viewpoint every organization strives to attain and retain the best talent in the industry. Training is the process of planned programs and procedures undertaken for the improvement of employee's performance in terms of his attitude, skills, knowledge and behavior. These training and development programs can significantly improve the overall performance of organization. Through this article, an effort has been made to highlight the importance of training and development program. Training and development is not a new concept related to our global economy. At present, the focus is majorly on utilising the potential of an individual on the basis of various skills, knowledge, potential and motivation possessed by employee. The present literature portrays a candid picture about direct relationship between an individual's effort, organizational support and the desired outcome. Training is predominantly perceived as a short term process whereas development is considered to be holistic and futuristic in approach. In the context of organizational structure, the higher levels focus on development also called as executive development, while the technical staff/ lower and middle level receives the training. The fact has been acknowledged that training is a catalyst to the employee's performance.

Keywords— Training, Development, Methods of Training, Employee Performance, Organisational Development, Satisfaction, Motivation.

I. INTRODUCTION

In the present dynamic and volatile world, all the organizations have to come across numerous opportunities and challenges. The one who adapts changes survives and rest fizzles out. As a result there is lot of pressure on the management to incorporate changes, in liaison to the environment. Restructuring of the organization, rules and regulations is the need of the hour. The biggest challenge that organizations face is in selecting the best talent, retaining and utilizing their potential for future goals. This requires constant up gradation of technology, modern methods used for production with minimum use of resources at disposal. For the survival and growth of the business, increase in market share etc. training is a tool that can help in gaining competitive advantages. Training proves to be a parameter for enhancing the ability of the workforce for achieving the organizational objectives. Effective training programs thus result in improving the performance of an individual which leads to attaining the essential goals for the organization and higher career path for everyone. Improving the quality of work life is a continuous and progressive process for the organization. The enriched work life is a prerequisite of the work place which caters to the needs, working environment and job design of the employees at workplace. According to Guna Seelan Rethinam Maimunah and European foundation for the improvement of Living Conditions (2000), Quality of work life is a multi-dimensional construct, made up of interrelated factors. Quality of work life is associated with job Satisfaction, job involvement, job security, productivity, health, safety, competence development, professional skills, balances between work and non work life of the employee.

Definitions

According to Elippo, Training is the act of increasing the knowledge and skill of an employee for doing a particular job. According to Dale Yoder, "Training is the process by which manpower is filled for the particular jobs it is to perform." According to Beach, "Training is the organised procedure by which people learn knowledge and skills for definite purpose."

The term "Development" has broader scope and aims to develop people in all respects.

Objectives of Training and Development

The purpose of training and development can be elaborated as under:

1. Improves quality of workforce

Training and development programs aids in improving the quality of work done by the employee's in an organization. Organizations conduct various training sessions for the particular purpose.

2. Enhance employee growth

By attending these training and development programs, employees can enhance ability to work. This enables them to develop & grow professionally.

3. Restructuring

These programs help employees to keep themselves up breast with the new technology, leading to proper utilisation of time and resources which ultimately gives them more job security.

4. Socialization

With the help of training programmes, new employee adjusts themselves in a new working environment, culture and technology. Such programs help new comers in socializing and make them feel comfortable.

5. Transforming expectation into visible outcome

It helps organization to achieve their predetermined targets and goals. Employees know what is their goal and how can they deliver their job with quality performance according to the expectation of the management. That's why organizations can easily implement their plans. Training program helps in bridging the gap between expectations, input and final outcome.

6. Ensures Safety and Health

Training program clearly identifies and acquaint the employees about the different risks involved in their job. Hence the employees get aware of the various risk factors involved & are prepared with precautionary measures in advance, leading to safe and healthy environment.

II. BENEFITS

- (a) Employees are able to balance their work life and personal life in a much better way.
- (b) Such programs help in improving physical and psychological health of the employees, thereby bringing down the absenteeism as well as turnover rate.
- (c) It helps in bridging the gap between employee and employer, thereby making them more loyal with their concern.
- (d) These programs boosts up the employee morale, increase the productivity, job satisfaction and commitment of the employees towards the organizational goals.
- (e) These programs also aim at the progress of the individuals in their personal and professional lives.
- (f) They improve the communication at all levels of management which helps in minimizing conflicts between different levels of employees.
- (g) These programs enhance efficiency of management and strengthen employee organization.
- (h) Such types of programs lead to effective negotiation and enable the designing of the contracts which satisfy all sorts of employees.
- (i) Training helps in reducing boredom and monotony, increases job rotation by enriching job .
- (j) Helpful in conducting potential appraisal of employees.
- (k) Various types of training programs prepare employees to handle crucial matters at the top most level.
- (l) This program helps in Executive development.
- (m) Training programs helps in determining career path goal of an employee
- (n) Helps in mutual attainment of goals i.e (for both employees and employers).
- (o) These programs improve the leadership, problem solving, interpersonal and conflict resolution skills of the employees.
- (p) They are important for sharpening and utilization of the employees' creative and innovative skills.

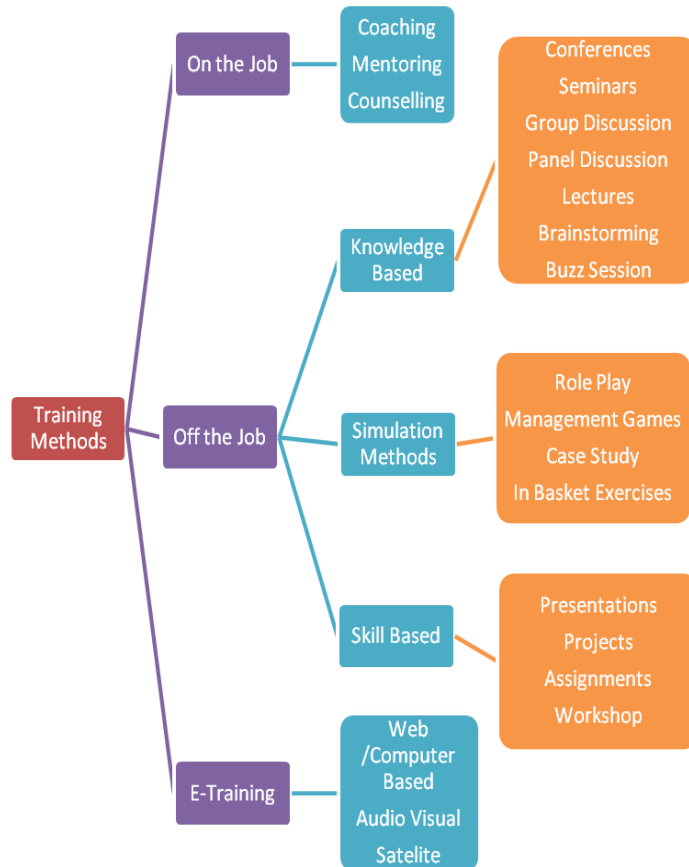
Stages of Training and Development Programs:

Training should be conducted in a systematic order so as to derive expected benefits from it. The training system involves four stages, namely:

- a. Assessment of training and development programs needs.
- b. Designing the training and development programs.
- c. Implementation of training program
- d. Evaluation of the training program

Types of Training and Development Programs Which Are Provided to the Employee:

Training Methods



Certain exercises used while undergoing training sessions to make it more effective are:

- ⇒ Ice Breakers
- ⇒ Leadership Games
- ⇒ Communication Games
- ⇒ Skill based Games
- ⇒ Team building exercises
- ⇒ Mirroring
- ⇒ Strategic Thinking exercises
- ⇒ Shadowing
- ⇒ Cross cultural Training

III. CONCLUDING REMARKS

Training and development is the tonic that employees need to enhance their performance and potentials that will in turn enhance organization effectiveness. Training and development programs play a vital role in every organization. These programs improve Employee Performance at workplace, it updates Employee Knowledge and enhances their personal Skills and it helps in avoiding Managerial Obsolescence. Effective implementation of these programmes, enables management to evaluate the job performance and accordingly take decisions like employee promotion, rewards, compensations, welfare facilities, etc. Training programs also aide the managers in succession planning, employee retention, satisfaction, job-skill match, skill development and motivation. It creates Efficient and Effective employees in the Organization. The need for training & development is determined by the employee’s performance deficiency, computed as follows:



Training Need Assessment should be a regular practice. It should be implemented at all the levels of organization It should not be taken as an event, rather an on-going process .If implemented properly, might lead to many interventions, thereby leading to organization Development. I recommend that post training, its effect should be evaluated on regular

basis in terms of motivational levels, job satisfaction and overall productivity of employees. Training programs should try to revitalize the whole system thereby making organization capable of winning a competitive advantage. More Industrial Training Institutes (ITIs) and Vocational Training Institutes should be opened in every state and the course curriculum of them should be redesigned and continuously updated to meet the changing requirements of the industry. Industry associations may be involved in developing course curriculum and in-plant training be made compulsory part of course curriculum. Through government support, initiative can be taken to identify skill deficiency with the current manpower and future human resource planning can be done accordingly. Lastly, proper feedback from employees shall be collated for analysing the effectiveness of training sessions, on regular basis.

IV. SUGGESTED MODEL



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