

Impact of Training and Development on Employees' Performance and Productivity

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ABSTRACT

The study was undertaken at DCM Textiles. The main purpose of this study was to check the impact of training and development on employees' performance and productivity. Primary data was collected from 100 employees (working in morning, evening and night shift) of DCM Textiles, Hisar, through questionnaire. Questionnaire was divided into two parts; first part included demographic profiles whereas second part contained items relating to work feasibility, work environment, performance appraisal, organizational commitment cultural analysis, performance monitoring, employees' satisfaction and improved productivity, personal factor and company ethics. Most of the respondents confirmed the important role of training and development on their performance and productivity. Factor analysis and Discriminant analysis showed that all the factors were contributing towards productivity and the variation in percentage were 12.359, 9.889, 8.990, 7.655, 7.228, 6.532, 6.005, 4.650 and 4.399 per cent respectively. As per factor analysis, factor 1 to factor 9 were of most importance for the effective training, and the Cronbach alpha values were 0.691, 0.757, 0.705, 0.476, 0.616, 0.531, 0.409, 0.472 and 0.569, respectively. It can be concluded that working environment contribute the most followed by performance appraisal.

Keywords: Commitment, Ethics, Performance, Productivity, Variation, Work feasibility

INTRODUCTION

During 1970s, efforts for training and development were mainly concerned for young employees who have a high potential for work. It was in practice in the organizations to make plan for future and provide training and development programs to the fresh employees with the help of which they will be able to improve their efficiency. Now-a-days, each and every organization is facing competition because of new technologies, business environment, political factors, etc. Needs and demands of customers are changing on daily basis and for survival in the market, different training and development programs are organized by the organizations for its employees at regular basis. Training and development

programs are recognized to have a great effect in developing different aptitudes, work abilities, skills to perform allotted tasks, responsibilities in the employees and assumed that more the training and development programs by the organization more will be productivity. An organization has to prove itself superior in the market rather than others for the purpose of survival. The essential objectives of training and development programs relate to employees' satisfaction, growth of market, organisational performance, reduction in employees' turnover, competition advantage, better decision making, etc.

Under different studies, it is shown that one training and development program has different central roles in

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human resource management. Significant difference in scores was observed between trained employees and untrained employees in employees performance (Alnawfleh, 2020). Work environment, training-development and management are important determinants for organizational performance and organizational culture (Elona Cera, 2020). Continuous training can cure all the differences and help the companies in rising from the current problems caused by COVID 19 (Kumaran and Azam, 2020). It cannot be deemed that training and development programs are only for growth of the organisation instead, it is an overall return of the organisation from the investment in form of benefits to the organisation along with the employees. For the organisation, training and development programs lead to improved productivity and performance of the employees. For individual, these programs help in gaining knowledge relating to specific topic and identifying and attaining the organisational objectives as well.

METHODOLOGY

For the current study, a survey was conducted on the blue collar employees at DCM Textiles, Hisar. For this, a questionnaire was framed and individual interviewing at the campus of DCM Textiles were conducted. Questionnaire was divided into two parts: Part 1 was comprised of demographic profile of the employees. Part 2 covers statements relating to work feasibility (Factor 1), working environment (Factor 2), performance appraisal (Factor 3), organizational commitment (Factor 4), cultural analysis (Factor 5), performance monitoring (Factor 6), employees' satisfaction and improved productivity (Factor 7), personal factor (Factor 8) and company ethics (Factor 9). Data. Primary data was collected between January to March 2020 from 100 employees of DCM Textiles, Hisar who were having experience of work and have joined different training and development programs. Convenience sampling was used as questionnaires were filled at the campus of company. For statistical analysis, SPSS13 software was used by which reliability analysis, factor analysis, and discriminant analysis were found.

RESULTS AND DISCUSSION

Majority of the respondents belonged from age group of 25-32 years followed by above 32 years and 18-25

Table 1: Demographic Profile of the respondents

Parameter	Frequency (%)
1. Age	
18-25 years	22
25-32 years	46
Above 32 years	32
2. Sex	
Male	55
Female	45
3. Marital Status	
Single	19
Married	72
Divorced	9
4. Years of Experience	
0-3 years	29
3-6 years	50
More than 6 years	21
5. First organisation	
Yes	61
No	39
6. Training & Development Program organised by company	
Yes	77
No	23
7. Needs of Training identified by Company	
Yes	68
No	32
8. Time taken by Training & Development Program	
One Month	36
Two Months	49
Three Months	15
9. Training Programs in past year	
One	26
Two	57
Three	17
10. Training Programs in coming financial year	
Yes	75
No	25
11. Feedback taken by Management	
Yes	73
No	27

years. Most of the respondents were males, married, having experience between 3-6 years and their very first organisation. 77 per cent employees were saying that company organises training programs on time to time basis and 68 % favoured identification of training needs. Training and development program takes two months (49%) followed by one month (36%) and three month (15%). Two to three training programs were organised by the company in past year and company was planned to organise training program in coming financial year. Employees viewed that the management takes feedback from the employees time to time.

Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy were used evaluating the reliability of the sample. The Kaiser-Meyer-Olkin (KMO) and the Bartlett's Test of Sphericity values were 0.524 and 788.854, respectively, depicted from Table 2, found it significant. However, overall Cronbach alpha value (0.661) was also significant.

The data from the study has been analysed with factor analysis to compile the 26 statements relating to work feasibility, working environment, performance appraisal, organizational commitment, cultural analysis, performance monitoring, employees' satisfaction and improved productivity, personal factor and company ethics. Firstly, data was checked through rotated component matrix, where 26 statements were reduced to nine factors through

Table 2: KMO and Bartlett's Test Measure for Sampling Adequacy

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.524
Bartlett's Test of Sphericity	Approx. χ^2	788.854
	df	325
	Sig.	.000
Cronbach's Alpha		.661
No of Items		26

Table 3: Total Variance Explained

	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Factor 7	Factor 8	Factor 9
Eigen Value	3.213	2.571	2.337	1.990	1.879	1.698	1.561	1.209	1.144
% Variance	12.359	9.889	8.990	7.655	7.228	6.532	6.005	4.650	4.399
Cumulative	12.359	22.248	31.238	38.893	46.121	52.652	58.657	63.307	67.706

rotated component varimax shown in Table 5. Here, factors having eigen value greater than one was considered.

Nine factors have been taken, which contributed for 67.706 per cent variation. The variations by factors 1 to 9 were 12.359, 9.889, 8.990, 7.655, 7.228, 6.532, 6.005, 4.650, 4.399 per cent, respectively. Table 4 shows eigen values and percentage of variance explained.

Cronbach alpha values (Table 5) for the mined aspects extending from 0.409 to 0.757 show a rational to excellent inner evenness between the items of each dimension. All the nine factors have been allotted suitable labels permitting to the characteristics of the statements allotted on each factor. The nine factors were: work feasibility (Factor 1), working environment (Factor 2), performance appraisal (Factor 3), organizational commitment (Factor 4), cultural analysis (Factor 5), performance monitoring (Factor 6), employees' satisfaction and improved productivity (Factor 7), personal factor (Factor 8) and company ethics (Factor 9).

Work Feasibility (Factor 1) was the most significant having the highest variance of 12.359 per cent. Out of the 26 statements, five statements were considered under this factor related to the work feasibility. Statements loaded on this factor like- performing a job that matches skills, given ample flexibility to perform job, work you do has appropriate task variety, variety of training & development programs are offered to improve skills, part of a supportive and productive team. Here, it can be concluded that company mostly concentrate on work feasibility because it contributes the most. Working Environment (Factor 2) also played an important role having second highest variance 9.889 per cent. Two statements like; organization has created professional, attractive work area that is functional and promotes productivity, organization has created professional,

Table 4: Rotated Component Matrix (a)

Items	Component								
	1	2	3	4	5	6	7	8	9
You are performing a job that matches your skills.	.817	-.143	.105	-.063	-.110	.083	.029	-.159	-.013
You are given ample flexibility to perform your job.	.793	-.202	.113	-.057	.143	.100	-.072	.070	.156
The work you do has appropriate task variety.	.729	.128	.157	.111	-.135	.093	.113	-.149	.105
A variety of training & development programs are offered to improve skills.	.441	.339	-.361	.161	.244	-.126	.011	.052	-.426
Your organization has created professional, attractive work area that is functional and promotes productivity	-.006	.839	.092	-.001	-.017	.188	-.015	.154	.056
You feel comfortable working with your team members.	-.196	.798	.220	.043	.088	.020	.076	-.087	.084
Performance is appropriately rewarded with raises, incentives, rewards and recognition.	.140	.029	.834	.102	.106	.025	.019	.059	-.045
Performance measures are mutually agreed on discussed by both the employee & supervisor.	.102	.160	.741	.100	-.014	.151	.190	.041	-.084
Performance measurement is used as criteria for promotions	.245	.316	.576	-.121	.126	-.141	-.292	.049	-.148
You feel attached with your company team & other employees.	.282	.289	-.364	.267	.285	-.262	.194	-.059	.052
You have a supervisor who is respectful and one who inspires you.	.079	.260	-.026	.689	.158	-.194	-.220	.162	.113
You know what is expected of you at work	.057	-.167	.129	.677	.052	-.057	.237	-.077	.194
You are satisfy with organizational training and development programme.	-.171	.031	.006	.594	-.100	.237	-.283	.071	-.247
The organization clarifies how its culture evident through employee behaviour	.029	-.178	.114	.129	.822	.078	-.112	.017	.098
The organization rewards or recognizes such	-.121	.287	.033	-.051	.795	.032	.033	.023	.041
Performance is regularly tracked and measured.	.151	.062	.298	-.047	.169	.716	.108	-.033	.160
Performance goals are behavioural , result-oriented	.161	.207	-.153	.020	.014	.648	-.207	-.081	.041
You are a part of a supportive and productive team.	.409	.391	-.080	.124	.063	-.477	.007	-.117	-.182
You have the materials and Equipment that you need to do your everyday work.	.391	.023	.106	.390	-.035	.402	.050	.062	-.117
You are offered economically feasible employee	.004	.103	.030	.065	-.006	-.139	.765	-.001	.053
Your salary is fair, equitable and competitive.	.104	-.074	.068	-.254	-.107	.105	.702	.351	.065
Your work interferes with your personal relationships & family responsibilities.	-.176	-.112	.160	.129	.117	-.066	.189	.695	.035
The company provides you a safe work environment	-.073	.325	-.144	-.059	.046	.122	.158	.694	-.213
Rewards in your organization are immediate and appropriate and achievable	.008	.047	-.162	-.087	.273	.195	.355	-.574	-.265
You have the opportunity to grow and prosper with the organization.	.136	.078	-.075	-.040	.196	.053	.127	-.102	.769
You work in a trusting and ethical environment.	.037	.103	-.333	.310	-.041	.194	-.029	.206	.662

Table 5: Factors and their Eigen values

Factor Name	Statements	Eigen value	Cronbach Alpha Value	Percentage Variance
Work Feasibility (Factor 1)	You are performing a job that matches your skills.	.817	.691	12.359
	You are given ample flexibility to perform your job.	.793		
	The work you do has appropriate task variety.	.729		
	A variety of training & development programs are offered to improve skills.	.441		
	You are a part of a supportive and productive team.	.409		
Working Environment (Factor 2)	Your organization has created professional, attractive work area that is functional and promotes productivity	.839	.757	9.889
	You feel comfortable working with your team members.	.798		
Performance Appraisal (Factor 3)	Performance is appropriately rewarded with raises, incentives, rewards and recognition.	.834	.705	8.990
	Performance measures are mutually agreed on discussed by both the employee & supervisor.	.741		
	Performance measurement is used as criteria for promotions	.576		
Organizational Commitment (Factor 4)	You feel attached with your company team & other employees.	.267	.476	7.655
	You have a supervisor who is respectful and one who inspires you.	.689		
	You know what is expected of you at work	.677		
	You are satisfy with organizational training and development programme.	.594		
Cultural Analysis (Factor 5)	The organization clarifies how its culture evident through employee behaviour	.822	.616	7.228
	The organization rewards or recognizes such	.795		
Performance Monitoring (Factor 6)	Performance is regularly tracked and measured.	.716	.531	6.532
	Performance goals are behavioural, result-oriented	.648		
	You have the materials and Equipment that you need to do your everyday work.	.402		
Employees' Satisfaction and Improved Productivity (Factor 7)	You are offered economically feasible employee	.765	.409	6.005
	Your salary is fair, equitable and competitive.	.702		
	Rewards in your organization are immediate and appropriate and achievable	.355		
Personal Factor (Factor 8)	Your work interferes with your personal relationships & family responsibilities.	.695	.472	4.650
	The company provides you a safe work environment	.694		
Company Ethics (Factor 9)	You have the opportunity to grow and prosper with the organization.	.769	.569	4.399
	You work in a trusting and ethical environment.	.662		

attractive work area that is functional and promotes productivity. Working environment was significant factor because, by proving good working environment, a company can increase its productivity as well as employees' performance. Third factor, Performance Appraisal was having variance 8.990 per cent. Organizational Commitment (Factor 4) was deemed significant having variance 7.655 per cent. Hence, it can be stated that employees feel more attached when organisation was fulfilling its commitments. Cultural Analysis (Factor 5) was having variance value of 7.228 per cent with two statements allotted to it. The organization clarifies how its culture evident through employee behaviour, organization rewards or recognizes such. When an organisation is maintaining its culture, it affects its employees positively, which will help in productivity and leads to enhanced performance.

Performance Monitoring (Factor 6) could be taken as brick of building for the employees having variance value 6.532 per cent. and was allotted three statements. Here, it can be said that performance is monitored in each and every organisation for fulfilling its target along with capability of individual employee. Seventh factor Employees' Satisfaction and Improved Productivity contributed significant role having variance value 6.005 per cent along with three loaded statements. Employees' satisfaction is very important factor in any organisation because along with satisfaction, it is also connected with the productivity of organisation. Personal Factor (Factor 8) affected work life of an employee having variance 4.650 per cent. Two statements were considered under personal factor. Finally, Company Ethics (Factor 9) was having variance 4.399 per cent. Two statements were studied under this factor along with their significance. When a company is following proper ethics than its impact is directly on performance and productivity of employees.

CONCLUSION

The analysis revealed that how appropriate HR Practices of an organization can improve the satisfaction level and strengthen the commitment of the employees. This will help in developing their ability to convert business tactics into action, challenge recognition and defining organizational structure in overcoming such challenges.

The significant factors showing impact of training and development on employees' performance and productivity were work feasibility, working environment, performance appraisal, organizational commitment, cultural analysis, performance monitoring, employees' satisfaction and improved productivity, personal factor and company ethics with Cronbach alpha value of 0.691, 0.757, 0.705, 0.476, 0.616, 0.531, 0.409, 0.472, 0.569, respectively. All the factors can be used for making training and development programs more effective. It can be concluded that working environment along with performance appraisal contribute the most followed by work feasibility. Organisations must concentrate on maintaining working environment as well as performance appraisal. Ignorance of the above factors may lead to higher attrition ratio in an organisation.

Paper received on : July 19, 2020

Accepted on : August 20, 2020

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