

IMPACT OF TRAINING AND DEVELOPMENT ON ORGANIZATIONAL PERFORMANCE BY INDIVIDUALS

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ABSTRACT

Training and Development, training individual on the job process, training design and delivery style statements for individuals are the most important aspects in an organization. The focus of this research is to understand the effects of Training and Development of individuals on the job process, training design and delivery style statements of training individuals for the organizational performance. Back bone of this research study is the secondary data comprised of comprehensive literature review. The study has already focused on Kirkpatrick Evaluation Model to show the impact of training and development on individuals. Study has highlighted the benefits of training and development session of individuals of any organization in the industry. For the study qualitative and quantitative data was used and data has been collected by questionnaire method and this research study has collected sample of 200 respondents, 100 respondents from Non- IT sector and 100 respondents from IT sector respectively of Mumbai region only. It was observed that impact of training and development of individual's affects organizational performance and all these effects helps the organization to perform in a positive manner and helps the organization to grow and maintain its standards in their respective industries.

Keywords: *Training and Development, On Job Training, Training Design, Delivery style statement, Individual, Corporate employees, Organizational Performance.*

INTRODUCTION

Training and development plays a distinct role in the achievements of organization goals by incorporating all the interests of organization and the workforce working for them. In this era training is important factor in the world of commerce as training increases the efficiency and effectiveness of individuals and corporate employees and even the organization. An individual's performance depends on a number of factors. But extreme important factor of an individuals and corporate employee's performance is training. Training and development sessions are important to enhance the capabilities of individuals. The individuals and corporate employees who have more hours of training on the job, experience better performance scalability rate because there is increase in their skill sets and competencies because of more number of hours of job experience. Trainings in organization have a direct impact on the return on investment. Any organization performance depends on the employee's outcomes, as human resource capita of any organization in any sector of industry plays a critical role in the growth of the organizational performance. The main objective of this research study is how the training and development sessions increase an individuals and corporate employee's performance. Researchers have proved that training individuals has increased or developed the managerial skills. Despite of organizations focusing on efficiency and controlling cost on the spending of the trainings for individuals. This only increases organizational efficiency and effectiveness. The other purpose of this research study is to also show the impact of training and designing trainings for the employee performance. "Nowadays people are only talking more about performance and results and their consequences but they are not necessarily doing more about it". Now it is clear that training and development of individuals is an important factor. The significance of this study is that the training nature of organization improves the performance. Training is extremely essential for the individuals and corporate employee's development and this development encourages the self-fulfilling skills and abilities of an individual and corporate employees, it decreases operational costs, decreases organizational liabilities in business chamber and helps in achieving the changing goals & objectives of the business world.

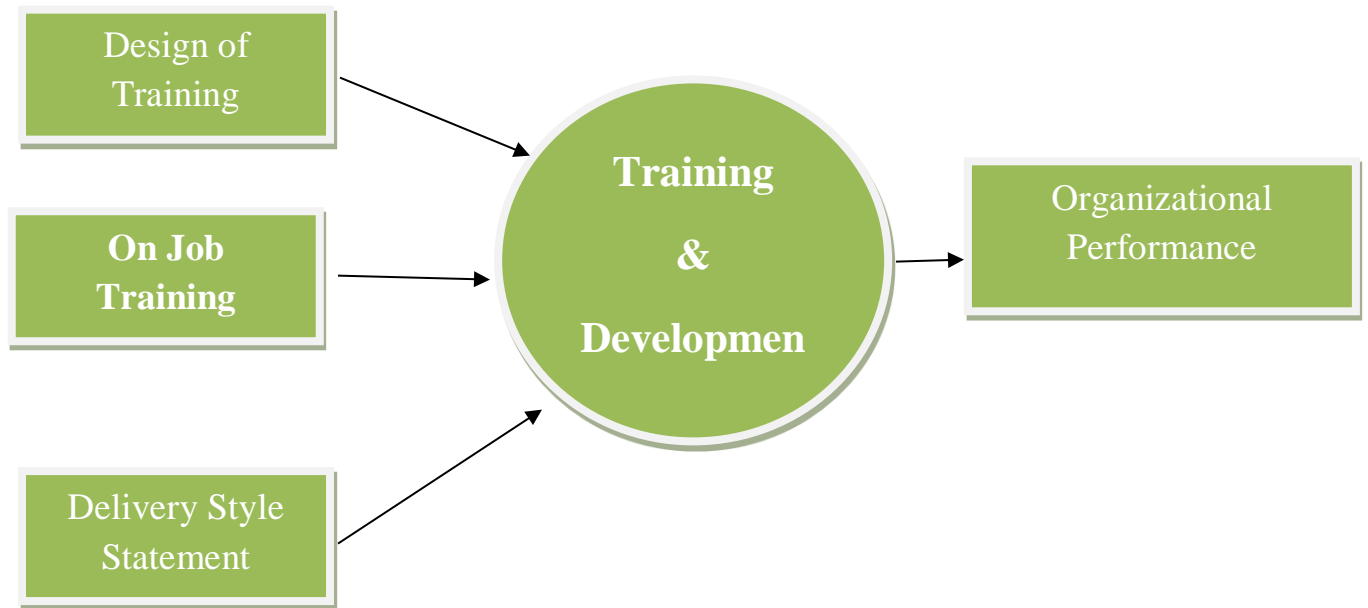


Figure 1: Framework of Training & Development

LITERATURE REVIEW

Callahan.B [2000], the author puts a light on Tires Plus. The study shows that a tire retailer based in Minnesota, known as Tires Plus specially established a university to its organization employees to increase retainer ship rate of employees at the store, to increase organization recruitment and fill up the managerial and technical positions and for improvement of the employees' performance and career growth. The author also stated that in world different companies in various sectors of industries are providing different learning programs for the betterment and skill set improvement programs for their employees which are based on similar logic patterns.

Dr.Elnaga.A & Amen.I [2013] the impact of training on representative execution and to give recommendation with respect to how firm can improve its worker execution through successful training programs. The exploration approach embraced for the examination complies with

subjective research, as it audits the writing and numerous contextual analyses on the significance of preparing in upgrading the exhibition of the workforce.

Emily.J.A [2016] investigated the connection between's powerful venture the executives and administration achievement through a change, this paper will give instances of benchmarks, exercises learned, and initiative practices that may serve other open or private associations as they attempt to lead through change.

Gerbman.R.V [2000], the author in this research study describes all the fundamental goals of individual and employee development programs that are going to deliver the mission of the organization's and support the workers of the organization to learn the culture and work ethics of the organization.

Kleiman.M [2000], the author in his study describes the essentials factors that are worthy in employee training sessions and that sessions are constructed on these factors as follows: orientation, management skills and operational skills of individual to be enhanced. The theories described in this theory are the basic ground work of any employee development programs of any sectors of industries.

Maimuna.M.N & Dr.Fard.R.Y [2013], the authors have mentioned about how training helps boost employee performance. Within side the dynamic aggressive marketplace environment, training has turned out to be the excitement phrase.

Kulkarni.P.P [2013], the author states that in this aggressive world, education performs a critical function within the ready and hard format of business. Training is the nerve that suffices the want of fluent and easy functioning of labor which facilitates in improving the high-satisfactory of labor lifestyles of personnel and organizational improvement too.

Ozioma.H & Anike.O [2014], the authors examine the effect of education and improvement on organizational effectiveness in public zone in Nigeria. The examination sought to decide the character of the connection among education/improvement and organizational effectiveness; to focus on the advantages of education and improvement in Nigeria public zone.

Saba.H [2015] investigated means to improve their present and future execution yet the association ought to watch out for their presentation after movement of preparing, it means preparing needs assessment, it is a composed procedure of fixing the representatives conduct towards the accomplishment of association's objectives. A preparation program is a development

of the business to give chances to evaluate occupation related abilities, frames of mind and data for the representatives.

Serrat.O [2017], the author mentions in this book about how Knowledge Solutions mechanisms, ways and approaches are accustomed to extremely increase the structure performance. Translates amazing thoughts into normal actions, businesses ought to near the understanding and doing gap, which arises whilst speak substitutes for action, reminiscence replaces thinking, worry prevents performing on knowledge, size obstructs right judgment, and inner opposition turns close pals into enemies.

OBJECTIVES

The objectives are as follows:

- To study the impact of training and development on individual and corporate employee's.
- To identify the impact of training and development on organizational performance.
- To explore the impact Kirkpatrick Evaluation Model.

RESEARCH METHODOLOGY

The data was collected through primary and secondary data sources. While conducting this study primary data was gathered through survey questionnaires were prepared for data collection. There were 10 questions that the participants or respondents had to answer and the questions were based on training and development and design patterns of training and its benefits. The respondents were given sufficient time frame to understand and ask clarification about the study and questionnaire if they had any before completion of the questionnaire. The targeted respondents were from Non- IT sector and IT sector respectively of Mumbai region only. While conducting the study the response rate was 100%.

DATA ANALYSIS

Q1. Have you ever undergone any training programs or sessions?

Opinion	Respondents	Percentage
Yes	200	100
No	0	0
Total	200	100

Table 1.1

Sample Standard Deviation, s	141.42135623731
Variance (Sample Standard), s^2	20000
Population Standard Deviation, σ	100
Variance (Population Standard), σ^2	10000
Total Numbers, N	2
Sum:	200
Mean (Average):	100
Standard Error of the Mean ($SE\bar{x}$):	100

Table 1.2

Primary Resource

Q2. Do you think that training sessions needs to be well planned and are of sufficient duration of training hours?

Opinion	Respondents	Percentage
Strongly Agree	52	26
Agree	134	67
Neutral	6	3
Disagree	4	2

Strongly Disagree	4	2
Total	200	100

Table 2.1

Sample Standard Deviation, s	56.409219104682
Variance (Sample Standard), s^2	3182
Population Standard Deviation, σ	50.453939390299
Variance (Population Standard), σ^2	2545.6
Total Numbers, N	5
Sum:	200
Mean (Average):	40
Standard Error of the Mean ($SE\bar{x}$):	25.22696969515

Table 2.2

Primary Resource

Q3. Any type of training programs have you attended? Choose from the following list?

Opinion	Respondents	Percentage
Onboarding Training	45	22.5
Compliance Training	35	17.5
Product Training/Skill Enhancement	32	16
Leadership Training	20	10
Sales Training	40	20
Soft-Skills Training	9	4.5
Team Training	19	9.5
Total	200	100

Table 3.1

Sample Standard Deviation, s	12.921005415694
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Variance (Sample Standard), s^2	166.95238095238
Population Standard Deviation, σ	11.962526523119
Variance (Population Standard), σ^2	143.10204081633
Total Numbers, N	7
Sum:	200
Mean (Average):	28.571428571429
Standard Error of the Mean ($SE\bar{x}$):	4.883681002692

Table 3.2

Primary Resource

Q4. Are these training programs or sessions are effective and helpful on a long run?

Opinion	Respondents	Percentage
Strongly Agree	50	25
Agree	108	54
Neutral	37	18.5
Disagree	2	1
Strongly Disagree	3	1.5
Total	200	100

Table 4.1

Sample Standard Deviation, s	43.433857760968
Variance (Sample Standard), s^2	1886.5
Population Standard Deviation, σ	38.848423391433
Variance (Population Standard), σ^2	1509.2
Total Numbers, N	5
Sum:	200
Mean (Average):	40
Standard Error of the Mean ($SE\bar{x}$):	19.424211695716

Table 4.2

Primary Resource

Q5. Does Company's management plays very important role for the effectiveness of the training programs?

Opinion	Respondents	Percentage
Yes	135	67.5
No	65	32.5
Total	200	100

Table 5.1

Sample Standard Deviation, s	49.497474683058
Variance (Sample Standard), s^2	2450
Population Standard Deviation, σ	35
Variance (Population Standard), σ^2	1225
Total Numbers, N	2
Sum:	200
Mean (Average):	100
Standard Error of the Mean ($SE\bar{x}$):	35

Table 5.2

Primary Resource

Q6. Do you think training programs helps in team building and knowledge sharing among peers?

Opinion	Respondents	Percentage
Yes	143	71.5
No	57	28.5

Total	200	100
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Table 6.1

Sample Standard Deviation, s	60.811183182043
Variance (Sample Standard), s^2	3698
Population Standard Deviation, σ	43
Variance (Population Standard), σ^2	1849
Total Numbers, N	2
Sum:	200
Mean (Average):	100
Standard Error of the Mean ($SE\bar{x}$):	43

Table 6.2

Primary Resource

Q7. Do you think we can achieve a good employee satisfaction index rate with the help of training sessions?

Opinion	Respondents	Percentage
Yes	115	57.5
No	85	42.5
Total	200	100

Table 7.1

Sample Standard Deviation, s	21.213203435596
Variance (Sample Standard), s^2	450
Population Standard Deviation, σ	15
Variance (Population Standard), σ^2	225
Total Numbers, N	2
Sum:	200

Mean (Average):	100
Standard Error of the Mean (SE \bar{x}):	15

Table 7.2

Primary Resource

Q8. Do you think we can achieve a good customer satisfaction index rate with the help of training the employees according to the market or industry standards ?

Opinion	Respondents	Percentage
Yes	165	82.5
No	35	17.5
Total	500	100

Table 8.1

Sample Standard Deviation, s	91.923881554251
Variance (Sample Standard), s^2	8450
Population Standard Deviation, σ	65
Variance (Population Standard), σ^2	4225
Total Numbers, N	2
Sum:	200
Mean (Average):	100
Standard Error of the Mean (SE \bar{x}):	65

Table 8.2

Primary Resource

Q9. Do you think training program helps with employee retention?

Opinion	Respondents	Percentage
Yes	135	67.5
No	65	32.5
Total	500	100

Table 9.1

Sample Standard Deviation, s	49.497474683058
Variance (Sample Standard), s^2	2450
Population Standard Deviation, σ	35
Variance (Population Standard), σ^2	1225
Total Numbers, N	2
Sum:	200
Mean (Average):	100
Standard Error of the Mean ($SE\bar{x}$):	35

Table 9.2

Primary Resource

Q10. Which from the following you think impacts staff retention in companies? Choose from the following list given below:

Opinion	Respondents	Percentage
Training Sessions Makes Employees Feel Empowered	65	32.5
Employees Feel Wanted	35	17.5
Increased Job Satisfaction Rates	85	42.5
Increased Job Morale	15	7.5
Total	200	100

Table 10.1

Sample Standard Deviation, s	31.091263510296
Variance (Sample Standard), s^2	966.666666666667
Population Standard Deviation, σ	26.925824035673
Variance (Population Standard), σ^2	725
Total Numbers, N	4

Sum:	200
Mean (Average):	50
Standard Error of the Mean (SE \bar{x}):	15.545631755148

Table 10.2

Primary Resource

Key Findings

From the literature and survey sample it was found that training and development effects organizational performance of individuals and corporate employees. The study has observed that those companies which conduct training and development as an increase in the rate of employee retention. The study has also identified that those companies which conduct training and development as an increase in the index rate of customer satisfaction. The study has identified the adverse effects of those companies which do not conduct training and development programs for their valuable human assets.

IMPACT OF TRAINING AND DEVELOPMENT ON INDIVIDUAL AND CORPORATE EMPLOYEE'S

- Employee Satisfaction

In this new age of business world the most important assets that are employees have no feeling towards their organizations, if they get an atmosphere of feeling that their organizations are not taking care about them and guiding them towards career growth. Organizations which are willing to spend funds on their employees add value to work ethics and nowadays individuals and corporate employees give value to those companies and have a willing to work with them. The ROI on that investment is eventually beneficial to these organizations. Few companies which are conducting training and development sessions for their employees are effectively achieving a very high level of employee satisfaction rate in their respective industry sectors and very low employee turnover rate for their organizations. T&D sessions increase organization's reliability as the employees recognize that their organization is investing in their future to receive their career goals. Loyalty of an individual with the organization cannot be calculated in any method but it is substantial to intrinsic reward that how an individual feels. An individual feels comfortable and they want to stay along with their organization and when an individual feels so

then they are put their efforts and entire skills in the bottom line process for their respective organizations. Individuals who are satisfied with their job profiles, have believe in their work has a purpose and feel that their work and themselves are important for their organization. Satisfied individuals do not leave jobs for the purpose of financial benefits.

- **Employee Performance**

Training programs effects on behavior of employees and their working styles which gave effective results in corporate employee performance and constructive changes in organization behavior that served as increase employee performance rate for organizations. The psychologically practicing task permits all individual trainees to enhance learned knowledge, abilities and task. The efficiency of training varies regarding towards the training transfer techniques from mentor to individual and the skills an individual is being trained. Benefits of training sessions are mostly related to technical skills sets of the corporate employees. On-the-job training of an employee heads towards superior novelty and implicit skill sets and therefore training affects on the employee performance of the employee's. For individual professional skills are very essential to perform a job in an effective manner and providing frequent training opportunities to corporate employees always enhances the performance of the employees.

IMPACT OF TRAINING AND DEVELOPMENT ON ORGANIZATIONAL PERFORMANCE

- **Market Growth**

Individuals and employees development sessions are very important for any organization to stay competitive and solvent in their respective industry sectors. Although it is expensive on the organization pockets to spend the organization funds on their own employees but this investment of the organization is positive as it helps the organization to hold its place in the market. The T & D of American Society has highlighted two reasonable motives that are: the first thing employees identify the worth of trainings and marketable by organizational behavior and second thing is that CEOs and COO's of the companies should understand how fast information is

transferring currently in business environment world. Employees training lessons cost a extreme price to companies but have an very effective impact on ROI. Business world example of two great organizations that are Microsoft and General Electric Company, these organizations always take training opportunities as an investment towards their organizations. The T&D of American Society has proved logic in commerce that companies those funds an average of \$1,575 each on employee for learning and development sessions of skills have got 20 to 24 percentage of growth in their gross profit. An employee training and development session not only helps in increasing the profit of any organization but it also marks a unique difference within their native marketplace.

- **Employee Retention**

In this era employee retention is a challenging process for all sectors in industry and hence there is no suitable process or any particular method found to retain employees with the organizations. But few organizations have revealed one formula that helps them to retain their employees is to offer them new opportunities for enhance or improve their skill sets by learning sessions. Therefore we can say that there is strong relationship between employees training sessions and development sessions, and therefore employees can be retained .Every few companies do realize that experienced employees are most important assets of them and hence there are some companies have to suffer the challenge for retaining these experienced employees for them. In last five years organizations which have provided training and development programs to all employees of their organization have a great rate of success in retaining them. Sears has established in few localities where senior managers provide help to all team members in their team to develop professionally skills and this has helped in turnover of 40 to 50 percentage compared to those stores where no managers were available to guide employees. Many employees who participate in employee training sessions do not associate the relationship between development sessions and employee retention program of the organization. Several human resource managers have found that positive learning atmosphere in organization has directed towards higher retention rates of employees for organizations.

Kirkpatrick Evaluation Model

In 1950s, Professor Donald Kirkpatrick developed the Kirkpatrick Evaluation Model for evaluating training at University of Wisconsin. The 4-level approach is one of the most successful models that simply help us to measure the effectiveness of customized corporate training programs. Below are the four levels of measurement to look at.

Level 1 - Reaction

This level measures how an individual has reacted to the training and the usefulness of the training program. Use the method of surveys, questionnaires or speak to individuals before and after the training program to collect their feedback on the learning experience like:

- Was the training program relevant and easy to follow
- Ask frequent questions about their learning's and key takeaways.
- Discuss with each individual the strengths and weaknesses of the program.
- Try to understand if the training was able to accommodate the individuals pace and learning style.

End of Level 1, individuals should have a good understanding of how well the training program was delivered and also determine any gaps in the training program he/she felt.

Level 2 - Learning

This level will measure the knowledge and skills gained by all individuals as a result of the training. You can use a combination of metrics to measure this level and they are as follows:

- Test scores of all individuals during and after the training program
- Evaluation of applied learning projects for all participants in the training program
- Influence on performance KPIs
- Course completion and certification for all learners
- Supervisor report and feedback of all learners

At this Level 2 of evaluation, the set of individuals will be able to determine if the training program is meeting its sets of objectives and what are the specific skills sets that can be developed with this training program, and the scope that it is delivering for improvements in contents and method of delivery.

Level 3 - Behavior

This level shows how the training has impacted the individual learner's performance and attitude at work place. This level helps to evaluate how the training has influenced all the individual's learner's performance and delivery at work place by using all these combination of methods:

- Self-assessment questionnaires for all learners
- Informal way of feedback from peers and managers
- Focus group's
- On-the-job observations
- The actual job performance and key performance indicators (KPIs)
- Customer surveys, comments, or complaints
- How has learning been implemented at work place
- Are the learners of the training program confident of themselves to share their new skills and knowledge with their peers

Level 4 - Results

Level 4 will measure the tangible results of the training program such as cost reduction, improved quality in product or services, employee retention faster project completion, increased productivity, better marketing leads for new opportunities, increased sales, and higher morale of all employees. Key pointers to measure are as follows:

- Improved business results
- Increased productivity and quality of work among employees

- Employee retention rate is high
- Higher morale employees
- Customer satisfaction index rate

CONCLUSION

This study has highlighted the impact of training and development programs conducted by the companies in their respective sector of industry and this has impact the organizational performance of individuals and corporate employee's in a huge form and it has boosted the moral of employees and has empowered them a lot in many ways. The study has shown that training and development programs has increased the rate of customer satisfaction and rate of employee retention only for those companies who have taken training programs for individuals and their employees very seriously for their betterment of their company in their segment. T&D has cut down time loss and financial losses to an extent. Further research work can be carried in areas of training and development in those segments of industry that still fear for the expenses for providing training to their employees. The further research work can also be carried to explore new techniques for training and development programs or sessions for the individuals.

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Saba Habib and Fizza Zahra and Hina Mushtaq Vol. 4, No. 08, November 2015."IMPACT OF TRAINING AND DEVELOPMENT ON EMPLOYEES' PERFORMANCE

Emily J. Allen and Deborah M. Stempowski, 2016 Project Management Symposium Papers "Project Management: A Foundation for Leadership Transition", ISSN 2374-9377

Olivier Serrat [2017], "Knowledge Solutions - Tools, Methods, and Approaches to Drive Organizational Performance", © Asian Development Bank 2017, DOI 10.1007/978-981-10-0983-9, ISBN 978-981-10-0982-2 | ISBN 978-981-10-0983-9 (eBook).