Study on the Role of Training in Employee's Performance

Sirisha Damaraju

Department of Management

Jawaharlal Nehru Technological University Anantapur

Anantapuramu, A.P - 515002, India.

INTRODUCTION

In today's environment of increased accountability, the effectiveness of training process is a critical component of an organization's training programme. Trainers and the organizers conducting the programme are not only accountable for what employees learn, but they are also accountable for ensuring that trainees transfer their knowledge to their work performance.

Training of employees is critical function of Human resources management. Effective training is an attempt to improve current or future employee performance by increasing an employee's ability to perform through learning, usually by changing the employee's attitudes or increasing his or her skills and knowledge. Effectiveness of training helps to remove "performance deficiencies" in employees [1]. The deficiency is caused by a lack of ability rather than a lack of motivation to perform. Training effectiveness contributes to employee stability, employees become efficient undergoing training. Efficient employees contribute to the growth of organization; growth renders stability to the work force. Effective training makes the employee versatile in operations and is important to structure the process ahead of time so that goals for training are clearly alienated and long term results of development of a company culture, work ethnic or way of doing business can be cultivated effectively.

Organizations are facing great pressure to change these days to facilitate and encourage whole person development and fulfillment beyond traditional training leads to effectiveness of training. Effectiveness of training is all about the expressions such as enabling learning, facilitating meaningful personal development, helping people to identify and achieve their won personal potential.

Effective training contributes the participants to expose to the latest productivity techniques and acquaint participants with the basic approach underlying creative thinking and integrate the application of these techniques and helps participants gain insight into their own behavior patterns and expand awareness of their potential and develops positive superior subordinate relationship by focusing on the individual .Through these practices training effectiveness of the organization is evaluated.

Effectiveness of training leads to the improvement of workers, improves quality of work and product, enhance and update knowledge and skill level of employee [2] in the organization and promotes better opportunity for growth and promotion chances of employees and thereby the employability and sustain competitive advantage, buildup a sound live of competent efficiency and prepare them as part o their career programs to occupy more responsible positions. Effective training is a process for developing individual skills and effectiveness. Individual effectiveness in terms of skills, knowledge and attitude, is one of the essential building blocks towards achievement of the wider goal of improved organizational efficiency and effectiveness. The development of organization and individual are therefore inextricably linked.

Volume No: 3 (2018), Issue No: 7 (July)   **July 2018**
www. IJRMS.com

Page 17

Effectiveness of Training is said to be learning that is provided in order to improve performance on the present job. A person's performance is improved by showing her how to master a new or established technology. The technology may be a piece of heavy machinery, a computer, a procedure for creating a product, or a method of providing a service [3].

RESEARCH METHODOLOGY AND SAMPLING DESIGN

The nature of the research is both empirical and theoretical .Research inculcates scientific and inductive thinking and it promotes the development of logical habits of thinking and observation. There are two basic approaches to research, quantitative approach and the qualitative approach. The former involves the generation of data in quantitative form, which can be subjected to rigorous quantitative analysis in a formal and rigid manner. This approach is further sub-divide into inferential approach is to form a database form which to infer characteristics or relationship of a population. This usually means survey research where a sample of population is studied to determine its characteristics and it is then inferred that the population has the same characteristics. Qualitative approach [4] to research is concerned with subjective assessment of attitudes, opinions and behavior. Research is such a situation is a function of researchers in sight and impression. Such an approach to research generates results either in non-quantitative for m or in the form, which are no subjected to rigorous quantitative analysis. This research follows both the inferential quantitative and qualitative approach. The questionnaires circulated to collect the relevant information have been analyzed on the basis of rating given to each question and then, aggregate of the rating of all questions of a group has been taken to find out the percentage of the group.

DETERMINING SAMPLE DESIGN:

A sample design is a definite plant for obtaining a sample from the given population. It is determined before the data is collected.

Steps in Sampling design:

- Population: All items under consideration in the field of enquiry, in this case, the employees of ECIL.
- Sample: The respondents that have been selected for the purpose of the study
- Sampling unit: The individual unit of the selected sample
- Sample frame: This contains the list of all the items of the universe. For the project, the employee lists of ECIL are the sample frame.
- Size of the sample: This refers to the number of items selected from the universe to constitute the sample. For the purpose of this study, a sample size of 30 was taken which is approximately 20% of the study.

HUMAN RESOURCE MANAGEMENT PRACTICES AT ECIL.

Human Resources Management occupies a key position in any organization. It has a vital role into play in ECIL such as, maintaining good employee relations, decreasing Industrial disputes ,Recruiting right people in right place, training them to improve employee performance by increasing an employees ability to perform through learning, appraising the employees for increasing their performance levels in order to increase the productivity of the organization [5], improving public relations, acquainting employees about safety measures that has to be taken while on work place, providing welfare measures, required amenities for women workers and maintaining positive relations between employee and employer etc.

ECIL believes that HRM is a central factor for achieving business success and adequate attention is paid in evolving personnel policies .In all the 13 divisions there is a personnel department which plays a vital role in maintaining positive environment for employee's which leads to individual growth as well as organization growth in order to get higher productivity and profits.

Volume No: 3 (2018), Issue No: 7 (July)   July 2018
www. IJRMS.com

Page 18

Human Resource Management at ECIL is wholly managed by the Director (Personnel), under whom the General Manager (hr), DGM, etc, work for utilizing human resource effectively.

Personnel Group at ECIL consists of various divisions they are:

- Services department this consists of welfare, canteen, transport, first aid centre
- Personnel Appointments consists of Establishments, Recruitment, HRMIS
- Employee Relations this consists of Central transport office, Technical Information Office
- Public Relations consists of Central Registry, Guest House, Reception, Hindi Section

All these divisions are maintained by Personnel Group which is widely spread in the organization performing key aspects.

STAFF STRENGTH IN ECIL DIVISION WISE STRENGTH INCLUDING ZONES AS ON 30.11.2007

GROUP	DIVISION	OFFICERS	WORKMEN	TOTAL
ISD	NID	201	98	299
	MID	156	59	215
CND	CND	278	93	371
SPD		113	45	158
EWPG	EWP	92	23	115
	SED	103	68	126
IT& TG	TCD	227	68	295
	BSD	157	35	192
	CSD	280	47	327
	CED	26	5	31
CD	RCD	109	88	197
	SMD	36	33	69
	CPSB	37	20	57
EMSD		22	8	30
AP&SD		212	151	363
SSD		106	53	159
CAG		458	237	695
SCADA		63	13	76
RID		52	5	57
ICD	ICD	134	114	248
	C PUD	9	11	20
ESD	ESD	28	72	100
	TEL	3	12	15
SERVICES		27	3	30
		52	26	78
		2	1	3
		95	90	185
		18	6	24
		33	36	69
		8	126	134
		10	8	18
		3	4	7
		9	10	19
		2	1	3
TOTAL		3178	1680	4858

TRAINING POLICIES AND PROCEDURES IN ECIL

Annual training programs are conducted by CORPORATE LEARNING CENTER (CLC) in ECIL it plays a vital role in conducting the training programs. The annual training programs are conducted through following process:

- The CLC Executive will hold meetings meet Head of Group (Eds/GMs), Head of Divisions (AGMs/DGMs CV) and seek their Training requirements.
- They will take the views of the participants of previous training courses, into consideration.
- They will also consult and take the view of the Executives holding key positions in the organization.
- Faculty opinions who have conducted training courses in the previous years.
- The questionnaires are circulated to the executives of different groups for seeking their opinion on the training requirements.
- The latest training programs, which are conducted by IIMS, ASCI and other premier institute, are also taken into consideration and then they are scanned for possible incorporation wherever felt necessary.
- Programs are suggested by the management at CENTRAL MEETING COMMITTEE. After seeking and studying all the training requirement of the corporation. The annual training plan is designed for particular year by CLC executives.

The personal is then put up to the management for approval of the programs as well as the approximate expenditure that is likely to be incurred for conducting the programs

ANNUAL TRAINING PLAN
Management Development Program:-
1.) Transformational leadership changing business scenario:-

a.)To explore the information's in leadership to evolve the strategies for growth renewal, regeneration and facilitate organizational and institutional learning.

b.)To explore managerial rate and task interdependencies and bring team working.

2.) Effective financial Management:-

a.)To understand the preparation and analysis of financial statements like balance sheet and profit and loss.

b.)To understand the integrated view of finance function and to evolve suitable strategies for effective financial planning.

c.)To understand the management working capital.

3. Contracts and projects management:-

a.)To accurate the participants with various network technologies.

b.)To understand computerized project managements systems.

c.)To discuss aspects related to contracts management project budgeting.

d.)To understand tools and techniques for r effective management of resources.

4. Management of Technology:-

a.) To understand the importance of technology management in the competitive environment.

b.) To understand technology development technology acquisition, technology transfer and technology assimilation.

5. Total Quality Management:-

a.)To develop concepts and skills for a systematic and effective quality management using integrated approach.

b.) To develop strategies for evolving TQM culture and its implementation.

c.) To discuss various tools of quality circles.

6. Effective Communication and Presentation Skills:-

a.) To develop skills of written business communication.

b.) To understand the role of effective communication in managerial effectives.

c.) To diagnose and minimize the defects and barriers in communication.

d.) To develop skills in defective business presentation.

7. Sales tax material manager's store:

To discuss in detail central and state sales tax structure pertinent to our organization.

8. Induction training programs/Re-orientation programs:

To educate the new recruited employees about the goals and objectives

PROPOSED ANNUAL TRAINING PLAN

Management development program:-

1. Employment and Assertiveness:-

Enable the senior executives to acquire he skills of assertiveness and effectiveness

To understand the dynamics of empowerment of delegation.

To understand the decision-making techniques in the presents complex industrial updates.

2. Enterprise Resource Planning:-

To provide an overall view of IT as an enable in business process.

To understand the dynamics of empowerment of delegation.

To understand the decision-making techniques in the present complex industrial updates,

3. General management:-

To become an effective and successful head of product/business.

To enable the participants to acquire a multi functional perspective.

To understand dynamics of today's business complexities,

To understand the process of strategy formulation and to provide a linkage between HR strategy and business strategy.

4. Training for Trainers:-

☐To enable the proposed participants (identified technical executive from business groups) to acquire effective skills of training and to use their services as internal faculty for CLC/ group learning centers.

☐To focus attention on international marketing of ECIL products.

☐To create market data.

☐To create awareness of do and don't.

☐To give information about the welfare measures taken by the organization pay and perk etc.,

5. OD through, planning and review:-

☐To understand performance planning for senior executives.

☐Performance monitoring, review and counseling.

☐To bring about individual excellence to achieve organizational growth and development.

6. Supervisory development programs:-

☐To improve the supervisory skills of supervisor for higher performance.

☐To bring about an attitudinal change.

☐To faster and develop a positive work culture in the organization.

7. Quality of work life:-

☐To bring a total awareness on the need and scope of multi skills for improved performance.

☐To prepare action plan for the implementation of multi skills.

8. Reservation policy for SC, ST and OBC:-

☐To provide awareness of the governments directives on reservation policy and discuss ways and means for its implementation.

9. Executive development programs:-

☐To improve skills of executives for higher performance.

☐To discuss and overcome operating constraints specific to executive.

10. Safety and fire fighting:-

☐To create awareness about need for safety, accident prevention and fire fitting in the organization.

☐To train employees act swiftly in such emergencies.

11. Discipline and domestic enquiry s:-

☐For giving through exposure in handling departmental vigilance cases.

12. Workshop on note book computers:-

☐To gain the working knowledge of note book computers.

13. Micro processors:-

☐To enable the participants to understand and design microprocessors based systems and writing programs in Assembly language of Intel.

14. Digital communication:-

☐To enable the participants to understand about the technology in the field of Digital communication and to work on products and systems based on digital communication

15. MS-Office:-

☐To enable the participants to understand the commands related to MS-Office 97.

16. Workshop on personal commuters:-

☐To improve the efficiency and effectiveness of execute private secretaries from office routines.

MANAGEMENT DEVELOPMENT PROGRAMMES:
GENERAL MANAGEMENT:

This program is aimed at senior managers DGM's, AGM's to facilitate and understand dynamics of today's business complexities m helping them to become effective and successful head of the group /business. Other objectives of the program is to enable the participants acquire multifunctional perspective and understand the process of strategy formulation, to

provide a linkage between HR strategy ad business strategy.

TOTAL QUALITY MANAGEMENT

This program is aimed at executive in production testing quality areas. The main objective of this program is to discuss various tools for quality management, to develop strategies for evolving total quality management Culture and implementation, to develop strategy for evolving total quality management. Culture and implementation, to develop concepts and skills for systematic and effective quality management using integrated coach.

EFFECTIVE COMMUNICATION AN PRESENTATION SKILLS:

The objective of this program is to help the participants understand the role of effectiveness communication in managerial effectiveness, to develop skills of written business communication, to diagnose and minimize the defects and barriers in communication, to develop skills in effective business presentation. This program is targeted for all the marketing executives and senior personnel executives.

SALES TAX:

This program is aimed at material managers with an objective to discuss in detail central and state sales tax structures pertinent to this organization.

AN EMPIRICAL INVESTIGATION AND COMPARATIVE EVALUATION OF EFFECTIVENESS OF TRAINING AT ECIL.

Parameters/variables of training	% of No of Respondents	Ranks by employees	Ranks by Organization	d	d^2
Needs Assessment	50%	1	1	0	0
Methods of training	20%	3	2	1	1
Pre-training Orientation program	40%	2	4	2	4
Post-training Assessment	10%	4	3	1	1
	100			$\sum d = 4$	$\sum d^2 = 6$

$$\text{Rank Correlation} = 1 - 6\sum d^2 / n\,(n^2 - 1)$$
$$= 1 - 6(6)/4(16-1)$$
$$= 1 - 36/60$$
$$= 1 - 0.60$$
$$= +0.4$$

CONCLUSION

To gauge the effectiveness of training, change behavior, shape attitudes, reduce defects, increase sales, enhance quality, of training program for many trainers, managers, executives, and other professionals with an interest in training. The proceeding question illustrate the complexity of any effort to evaluate training and emphasize the importance being clear about the purpose and its process .Effective evaluation will not just happen it should be well planned . A system has to be followed before the training program starts. It is to be emphasized once again that evaluation must be included as part of the training programme, and not something to be thought of at the end of training. Hence a plan of effectiveness should precede training and not follow it.

Through knowing the Effectiveness of training the organization comes to an idea about the real worth of the program. The idea for improving future workshops and institutes is known through knowing effectiveness of training. The justification of funds is expended, as a basis for rational decisions about future plans for an organization and to list out most effective method which facilitates learning for trainees. On comparing the ranks given the learning index of all the sessions, it can be concluded that it's not only knowledge of the faculty that's helps achieving the set objectives but also the methods and aids used have a great impact in learning. Thus establishing correlation between employees and organization the following methods can be adopted for the training to be more effective which trainers can always use in their training sessions: Role plays, Simulations, Case study followed by syndicate

Volume No: 3 (2018), Issue No: 7 (July)   July 2018
www. IJRMS.com

Page 22

discussions. Brainstorming and questioning outdoor and, indoor activities apt to the subject.

References

[1] Alliger, G. M., & Janak, E. A. (1989). Kirkpatrick's levels of trainingcriteria: Thirty years later. Personnel Psychology, 41, 331–342.

[2] Burke, M. J., & Day, R. R. (1986). A cumulative study of the effectivenessof managerial training. Journal of Applied Psychology, 71, 232–245.

[3] Campbell, J. P. (1971). Personnel training and development. Annual Re-view of Psychology, 22, 565–602

(PDF) Effectiveness of Training in.... Available from: https://www.researchgate.net/publication/10773180_Eff ectiveness_of_Training_in_Organizations_A_Meta-Analysis_of_Design_and_Evaluation_Features

[4] Hunter, J. E., & Schmidt, F. L. (1990). Methods of meta-analysis: Cor-recting error and bias in research findings. Newbury Park, CA: Sage.Industry report 2000. (2000). Training, 37(10), 45–48.

[5] Noe, R. A. (1986). Trainee's attributes and attitudes: Neglected influenceson training effectiveness. Academy of Management Review, 11, 736–749.

Volume No: 3 (2018), Issue No: 7 (July)
www. IJRMS.com

July 2018

Page 23