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IMPACT OF TRAINING ON EMPLOYEE PERFORMANCE

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Abstract

Training of employees are essential for the growth and the sustainability of an organization. Keeping the employees always updated leads to increased performance. Several studies have been carried out to study training and employee performance. This study examines the difference in perception on training, employee performance and the demographic profiles and impact of Training on Employee performance. For the study a sample of 100 respondents were collected by using convenience sampling. The data collected were subject to statistical analysis and findings drawn accordingly.

Keywords: Training, employee performance.

Training is a structured programme designed for the employees in the organization for a certain role for the upliftment of the key skills for the individuals and also to develop themselves from the professional end. Adapting to the evolving landscape, organizations are increasingly compelled to prioritize cost optimization using their existing resources. This imperative underscore the critical importance of enhancing employee efficiency and productivity. Central to the mission of any organization is the enhancement of its performance, a goal unattainable without the effective contribution of its workforce. Consequently, the implementation of performance management systems has emerged as a strategic management initiative, aimed at addressing both employee concerns and organizational objectives.

Investing in training and development yields enhanced profitability and fosters a more favorable attitude towards profit orientation, thereby enriching job knowledge and skills across all organizational tiers. Simultaneously, it bolsters workforce morale and cultivates stronger alignment between employees and organizational objectives.

Prior to Independence, the automobile industry in India was virtually non-existent in its true form. Only assembly operations were conducted using imported parts. General Motors (India) Ltd. initiated truck and car assembly in 1928 at their Mumbai facility. Ford Motor Co. (India) Ltd. followed suit, commencing car and truck assembly in Chennai in 1930 and in Mumbai in 1931. The industry witnessed significant development with the establishment of Premier Automobiles Ltd. in Kurla (Mumbai) in 1947 and Hindustan Motors Ltd. in Uttarpara (Kolkata) in 1948. Over the past three decades, the Indian automobile industry has experienced remarkable growth, emerging as one of the most dynamic sectors of the economy. Following gradual liberalization since 1991, numerous manufacturers have established production facilities in India. Presently, there are 15 passenger car and multi-utility vehicle manufacturers, 9 commercial vehicle manufacturers, 14 two/three-wheeler manufacturers, and 14 tractor manufacturers, in addition to 5 engine manufacturers. The industry boasts investments exceeding Rs. 50,000 crore.

Review of Literature

Mahmood.M., Ostrovskiy.A., Caspar.N., (2023), Conducted was a research study titled 'Impact of Orientation Training on Employee and Firm Performance'. This study explored into employees' anticipation of such learning opportunities to enhance the efficacy of orientation training. Data were gathered via a questionnaire survey administered to 285 employees employed in multinational corporations situated in Kazakhstan. Additionally, four focus group discussions, comprising 20 employees from four organizations, were organized to discern employees' expectations regarding the content of orientation training. The findings unveiled a significant correlation between orientation training and enduring employee performance metrics, including job satisfaction, knowledge transfer, intrinsic motivation, and employee dedication, as well as firm performance indicators such as profitability, revenue augmentation, operational effectiveness, innovation in products or services, and customer satisfaction.

Asma.K.A., Alkaabi.M.A., (2023) Conducted was a research study titled 'The Efficacy of Induction Programs in Enhancing New Teachers' Instruction and Student Achievement'. The primary objective of this critical review was to scrutinize ten empirical studies conducted between 2000 and 2022, aiming to assess the influence of induction programs on teachers' self-efficacy, instructional methods, and students' learning outcomes. These studies were meticulously chosen for their direct relevance to induction programs tailored for novice educators, and were distinguished by their methodological clarity, outcomes, and the presence of experimental evidence. The key findings of this review underscored that eight studies demonstrated a positive correlation between induction programs and teachers' classroom practices, as well as students' academic performance, whereas two studies indicated no significant relationship between teachers' induction and students' achievement.

Rashed Al Karim (2021), the competence of an organization's human capital is vital for its growth. Therefore, it is imperative for every organization to prioritize enhancing the calibre of its workforce. Training initiatives stand out as a crucial avenue for achieving this objective. However, comprehending the direct effect of such programs on employee performance is essential to fully grasp their significance. Study aims to elucidate the impact of training, development programs on employee performance. Data for research were gathered through structured questionnaires administered via survey methods. The study's sample size consists of

100 participants, selected through convenience sampling techniques from various chemical and manufacturing industries.

Nadeem.A.B., Khawaja.J (2020), This paper aims to offer a conceptual exploration centred on employee training and development programs and their advantages. It examines into the structure and components of these programs, subsequently examining the positive outcomes for both employees and organizations. In today's competitive global economy, organizations face challenges in maintaining their competitive edge. Consequently, the significance of employee development programs has surged, as organizations strive to gain an edge over rivals. Recognizing employees as invaluable assets, organizations recognize that their success hinges on the performance of their workforce. Hence, substantial investments are made in employee training and development initiatives. Moreover, training programs are instrumental in enhancing the knowledge, skills, and capabilities of employees. There exists a robust discourse among professionals and researchers regarding the impact of development programs on both employees and organizations. This study provides a meticulous review of literature pertaining to the fundamentals of employee development programs and their dual benefits to organizations and employees.

Utin Nina Hermina¹, Sri Yanthy Yosepha (2019), Employee training and development has emerged as a top priority for HR departments in many organizations. To nurture professional growth among employees, numerous organizations have established career centres. Employee development, sponsored by organizations, is aimed at identifying, ensuring, and stimulating fresh insights through structured learning initiatives. This study examines the correlation between career planning, performance, and employee advancement, while also exploring the alignment between individual and organizational career planning. The research revealed that career direction, assuming leader roles, building linkages, acquiring skills, assignments, and constructive feedback from superiors play pivotal roles in facilitating career progression and enhancing performance and employee growth. Additionally, the willingness to seek information, reflect on past experiences, experiment with new roles, and engage in discussions about career interests with supervisors and colleagues moderately contribute to career planning and employee performance. The paper investigates the findings and their implications for Indian IT organizations.

Esunge Ngwese Keren (2019), The study is to explore influence of training on employee performance. Organizations often struggle to adapt to the ever-changing market dynamics, technological advancements, population growth, and shifts in customer preferences and trends. Training becomes essential to address these evolving challenges. It represents a fundamental aspect of human resource development, aimed at cultivating skills to meet desired standards through instruction and practice. Training serves as a widely utilized tool to enable employees to effectively, accurately, and conscientiously execute their roles. It encompasses the process of enhancing an employee's knowledge and skill set relevant to their job responsibilities. Additionally, in instances where employees fail to meet job skill requirements, some organizations opt for termination. Study endeavors to examine the extent organizations prioritize and integrate training for their employees and its consequential impact on their job performance.

R. Sudhakar, Dr. S. Rabiya (2018) this article examines the importance and efficacy of training and development (T&D) initiatives within IT companies. The paper proposes an empirical study on the importance and effectiveness of T&D programs,

conducted through a survey administered to department heads responsible for evaluating staff performance. Training and development initiatives are pivotal in enhancing organizational effectiveness and equipping experienced personnel with the skills to perform their duties efficiently. It is widely acknowledged that training has implications for productivity, job commitment, and personal growth. Consequently, it is imperative for all corporate entities to invest in training and developing their staff. Many organizations recognize this imperative and allocate resources towards various training and development initiatives. Such training may encompass technical skills as well as soft skills and behavioral training. Investing in training and development is considered a hallmark of good management practice, ensuring the maintenance of expertise in specific fields both presently and in the future. The objective of this paper is to gather and analyze data pertaining to the importance and effectiveness of training, development initiatives. Findings of research endeavor enables us to discern the significance and efficacy of training programs.

Shouvik Sanyal, Mohammed Wamique Hisam (2018), in contemporary society, individuals often prioritize pursuing their occupational objectives and goals independently rather than emphasizing teamwork. Unfortunately, the significance of teamwork as a fundamental aspect of the work environment appears to be overlooked by both employers and employees, resulting in low performance and diminished productivity in their respective roles. Hence, this research paper aims to investigate the impact of teamwork on occupational performance. Primary objective of this study is to shed light on the impact of teamwork on faculty members at Dhofar University and their job performances, while also exploring the factors associated with teamwork within the job environment. This research analyses the effects of teamwork on employees at Dhofar University, considering various factors such as trust, leadership, organizational structure, performance evaluation, and rewards. The findings suggest a robust and significant correlation between the independent variables, namely teamwork, trust climate, leadership, organizational structure, performance evaluation, and rewards.

Imran Raza (2015), the study underscores the indispensable need for training and development, particularly among unskilled and less experienced employees. The training methods and tools employed by the company proved highly effective, exerting a positive influence on employee job performance and facilitating skill enhancement and improved job efficiency.

Aidah Nassazi (2012), assessed the impact of training on employee performance, utilizing the telecommunications industry in Uganda as a case study. Four specific objectives were formulated, centering on the identification of existing training programs in the industry, the objectives of these training initiatives, the methodologies employed, and ultimately, the effects of training, development on employee performance. Research was conducted based on three case studies of major telecommunications companies operating globally. A qualitative research methodology was employed for data collection, utilizing a questionnaire comprising 18 questions distributed among 120 respondents. The findings derived from this sample suggest a clear correlation between training and performance.

Dr. Harold Andrew Patrick, Amit Kumar(2011), According to the study, individual factors were identified as the most significant contributors to the career growth of IT employees, followed by managerial factors, organizational processes, and organizational culture. Opportunities for career growth were ranked as the least

influential factor. Among the individual factors, meeting career goals emerged as the strongest influencer of career growth, followed by taking on new work roles, engaging in special assignments, acquiring new skills, and leveraging past experiences.

Research Methodology

Creswell defines research design as the particular set of procedures encompassing the research process, including data collection, analysis, and report composition. Descriptive research is a research approach utilized to depict and characterize a population, situation, or phenomenon under scrutiny within a study. A Sample of 100 respondents working in automobile companies were selected for the study by using convenience Sampling. The primary data collected for a specific purpose or for particular research is known as primary data. It consists of all first-hand data. In this study, the researcher utilized the questionnaire to collect data via Google forms. The statistical Tools used in this study are Percentage Analysis, One-Way Anova and Regression. The objectives are to examine the difference in perception on training, employee performance and the demographic profiles and impact of Training on Employee performance.

Analysis and Discussion

The data collected for the study are subject to statistical analysis and draw meaningful information and discussed.

Classification of Respondents based on demographic profile

The respondents were classified on the basis of gender and age. The gender of the respondents were classified as male, female and others. The age of the respondents were classified as less than 30, 31-40, 41-50 years. The results are presented in table 1.

Table 1: Classification of Respondents based on demographic profile

Profile Variables		No. of. Employees	Percent
Gender	Male	50	50%
	Female	49	49%
	Other	1	1%
	Total	100	100%
Age (years)	<30	66	66%
	31-40	27	27%
	41-50	7	7%
	Total	100	100%

Source Primary Data

50% of the employees are Male, 49% employees are Female and 1 % employees belong to other gender.

75% of the employees are between the age group of 20-30years, 20% of the employees are between the age group of 30-40 years and 10% of the employees are between the age

group of 40-50 years.

Preferred training tools of the Respondents

The training tools identifies were the use of case study, videos, audios, lecture and games. The preference of the respondents are presented in table 2

Table 2: Preferred training tools of the Respondents

Training tools	Number Of Employees	Percentage
Case study	21	21%
Videos	24	24%
Audio	20	20%
Lectures	6	6%
Games	29	29%
Total	100	100%

Source Primary Data

From the above table it is found that 21% employees prefer case study method, 24% prefer videos, 20% of employees prefer Audio, 6% of the employees prefer lectures and 29% of the employees prefer games.

Respondents Opinion on the Effect of Training

The statements pertaining to the effect of training were identified and the opinion of the respondents are presented in the table 3.

Table 3: Respondents Opinion on the Effect of Training

Statement	Strongly agree		Agree		Neither agree nor disagree		Disagree		Strongly disagree	
	No.	%	No.	%	No.	%	No.	%	No.	%
I understood my job responsibilities well after completing the induction program	34	34%	36	36%	25	25%	3	3%	2	2%
I am able to Communicate better, post- training.	42	42%	31	31%	24	24%	3	3%	0	0

The training influenced my Job Performance	45	45	34	34	17	17	4	4	0	0
Training has enabled me to mingle with other team players and complete the task.	42	42	38	38	20	20	0	0	0	0
The training programs improve Supervisor-Employee relationship.	48	48	33	33	9	9	7	7	1	1
Training has increased my motivation level to perform better.	47	47	40	40	8	8	4	4	1	1
Training improves productivity among the employees	49	49	43	43	4	4	2	2	2	2

From the above table, in the first statement, “The training influenced my job performance.” Most employees, 45% of employees strongly agreed that the induction training influenced their job performance, and 34% agreed. Only 4% disagreed.

In the second statement, 42% of employees strongly agreed that training enabled them to mingle with other team players and complete tasks, and 38% agreed.

In the Third statement, “48% of employees strongly agreed that the training programs improved supervisor-employee relationships, and 33% agreed.

In the fourth Statement, 47% of employees strongly agreed and 47% agreed. Only 1% disagreed.

In the fifth statement, 49% of employees strongly agreed and 43% agreed. Only 2% disagreed.

Perception on Training based on Age

The difference in the perception the statements of training were analysed with respect to Age through ANOVA and results are tabulated in table 5. The H_0 States that there is no difference among the age groups in their perception on the statements of training

Table 5 Perception on Training based on Age

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.007	2	.003	.017	.983
Within Groups	19.705	97	.203		
Total	19.712	99			

The above table reveals the results of one way ANOVA, which tested if there is any significance difference in the perception of the employees on Training, with respect to age. The significance value is 0.983 which is higher than 0.05, which reveals there is no significant difference in the perception on training based on age.

Perception on Training based on Gender

The difference in the perception the statements of training were analysed with respect to Gender by using ANOVA and the results are tabulated in table 6. The H_0 States that there is no difference among the Gender groups in their perception on the statements of training

Table 6: Perception on Training based on Gender

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.061	2	.030	.150	.861
Within Groups	19.651	97	.203		
Total	19.712	99			

The above table reveals the results of one way ANOVA, which tested if there is any significance difference in the perception of the employees on Training and development, with respect to gender. The significance value is 0.861 which is higher than 0.05, which reveals there is no significant difference in the perception on training based on gender.

Impact of Training on Employee Performance

The statements of training and employee performance were considered and the impact of training on employee performance were studied and summarised in table 7.

Table 7: Impact of Training on Employee Performance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	24.683	1	24.683	103.3	.000b
Residual	23.411	98	.239	25	
Total	48.094	99			

The above table reveals the results of Regression, which tested for any significant Impact of Training on Employee performance. The significance value is 0.000, which reveals a significant impact of training on employee performance.

Conclusion

This demographic highlights the company's appeal to young professionals and its commitment to gender diversity. The training is designed to be holistic, with employees considering several factors to be crucial for effective training. This comprehensive approach ensures that the training sessions are not only informative but also engaging and well-supported, thereby enhancing the overall learning experience. This increased initiative translates into higher productivity levels post-training, demonstrating that the skills and knowledge acquired during the sessions are effectively applied in their daily tasks.

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