

A Study On Training Importance For Employees Work Performance And Productivity In In Industry

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ABSTRACT

Training is vital to any company. Employee training is essential for an organization's success. By implementing a training program, you can save your company thousands of dollars a year. Not only will the savings pay off for your company, but you can increase productivity from your employees. Training is very much important and benefits in all the hierarchical levels of the employees for improving their performance. This study gives a clear understanding about the effectiveness and Importance of the training in respect of employees' performance in the organization. For entry level employees training is very important as well as must for their respective Job. At the same time training would help all levels of employees in their enhancement of their performance on day today bases. Training is not only enhancing their performance also help employees to upgrade their knowledge as well skills in respective of their specialized job as per the current market trends. The primary purpose of organization training is to provide the skills; employees need to make your business better overall. In essence, trained employees can help to achieve high quality performance in a shorter time period.

KEYWORDS: Training, Performance, Importance, Effectiveness, Benefits, Training need, Employee competency.

INTRODUCTION

Training is the process of enhancing the skills, capabilities and knowledge of employees for doing particular job. Training process moulds the thinking of an employees and leads to quality performance of employees .It is continues and never ending process .Training is crucial for organization development and success. It is fruitful to both employers and employees of an organization. An employee will become more efficient and productive if he trained well. Training is given on four basic grounds:

1. New candidates who join an organization are given training. This training familiarizes them with the organizational mission, vision, rules and regulations and the working conditions.

2. The existing employees are trained to refresh and enhance their knowledge.

3. If any updating and amendments take place in technology, training is given to cope up with those changes.

For instance, purchasing new equipment, changes in technique of production, computer impartment. The employees are trained about use of new equipment's and work methods. 4. When promotion and career growth becomes important. Training is given so that employees are prepared to share the responsibilities of the higher level job. Training for new employees represents a golden first opportunity to get things off to a good start. It sets a momentum for the new hire. This momentum can be positive for a good experience. For better performance initial training required for new employees in the organization .Interval trainings are very important for all levels of the employees for the quality performance and organization productivity. Training would not only helpful for the individual competency. It is more helpful for the organization productivity .In the current market competent employees will give more productivity and will get more opportunity at all the level and different field so, Training is playing very vital role in terms of employee and organization development. The quality and variety of the employee training you provide is key for motivation.

TRAINING IMPACT ON EMPLOYEE PERFORMANCE

Employee performance training should follow a true evaluation of the employee's skill and knowledge levels; this needs to be assessed prior to hiring the employee. The knowledge and skill portion of the review considers whether the employee has or is performing the job tasks properly. Does the employee know what to do? Has it been explained clearly and concisely? A review or performance assessment is the tool that

determines what needs to be done in order to improve the employee's performance. Hence, it needs to be clear, concise, informative, measurable and actionable. Without measures and actions, it would be like a journey with a destination and parameters. With the performance assessment completed by the employee and evaluated by the employer, it will now be known whether the employer will want to invest in additional training. It might be the right time to begin a departure plan. There are some situations where additional training will do absolutely no good. However typically if the employee was 'good enough' to hire, then chances are additional employee performance training will help the 'under achiever' and put him or her back on track for success. Employee performance training will also set a goodtone for existing employees because they will know that their employer is willing to help employees who need additional training. Unless poor performance is the result of lack of knowledge or skill, training will have little if any effect on the problem. Typically, companies will try to solve the problem of poor performance by funneling more dollars into training, poor performance means less productivity.

Training Impact on Main Areas like as Follows

- 1. Improves morale of employees-** Training helps the employee to get job security and job satisfaction. The more satisfied the employee is and the greater is his morale, the more he will contribute to organizational success and the lesser will be employee absenteeism and turnover.
- 2. Less supervision-** A well trained employee will be well acquainted with the job and will need less of supervision. Thus, there will be less wastage of time and efforts.
- 3. Fewer accidents-** Errors are likely to occur if the employees lack knowledge and skills required for doing a particular job. The more trained an employee is, the less are the chances of committing accidents in job and the more proficient the employee becomes.
- 4. Chances of promotion-** Employees acquire skills and efficiency during training. They become more eligible for promotion. They become an asset for the organization.
- 5. Increased productivity-** Training improves efficiency and productivity of employees. Well trained employees show both quantity and quality performance. There is less wastage of time, money and resources if employees are properly trained.

EFFECT OF TRAINING, GENDER, ABSENTEEISM, MORALE AND WAGE ON JOB SATISFACTION

Most of the literature in this area has focused on the impact of education and training on job satisfaction. Borcharding and Oglesby (1974) investigated the relationship between job satisfaction and construction productivity. Their influence on construction productivity were further determined using data collected through interviews and questionnaires to productivity by increasing employees' satisfaction likely to be affected by further training (Hee-Sung, 2006). Also, Melanie and Richard (2004) found that training can have an indirect effect on the organization performances and when the job satisfaction increases by efficient training so the company can meet increasing productivity and profitability. Some researchers showed that there is a difference between training and job satisfaction focusing on gender. "The regressions show a gender difference in the relationship between training and job satisfaction" (Claudia, 2011). This gap is normal because there is a difference between female and male about psychology and learning. Previous studies revealed that worker absenteeism and low productivity are influenced by the motivation and job satisfaction of workers. Absenteeism is the term generally used to refer to unscheduled employee absences from the workplace. Absenteeism can impose a number of costs on employer such as the lost output of the absent employee. A number of authors have considered the relationship between job satisfaction and absence. Bunch (2007) found that training effectiveness is "relative, but only to the extent that there is no single measure of training success such as productivity or job satisfaction" in the workplace. There are numerous qualitative and quantitative evaluation approaches useful in determining training effectiveness can reduce absenteeism in workplace. "Organizational commitment and job satisfaction is most influential predictor of employee intention to workplace" (Muhammad and Munir, 2013). A sample of 436 employees working in a large civil service departments was surveyed concerning absence behavior and "they found that the hypothesized interaction between job satisfaction and involvement was significant for both their indicators of absence behavior" (Melanie and Richard, 2004). So by increasing job satisfaction the construction companies can be able to reduce absenteeism behavior of employees. Then, companies are able to prevent delay in the

implementation of their projects and increasing customer's satisfaction and also, increasing profit in the companies.

Perceptions of training and its association with organizational commitment are widely researched. Studies described strong positive correlation between training perceptions and organizational commitment. "Organizational commitment and job satisfaction is most influential predictor of employee intention to leave"(Muhammad and Munir, 2013). Improvement of employee's behavior can indirectly increase the amount of productivity in construction companies. There was a weight of evidence from the literature relating to the positive wage effects of training. A vast empirical literature has investigated the effects of training using wages as a proxy for productivity. GDP per hour worked can provide a general picture of a company's productivity, that industry training affects the wages of trainees, and the profitability of firms has a way of evaluating the effect on productivity. "We can infer that an industry training qualification is likely to increase earnings of an individual by between 5% and 20%" (Sharon and Steel, 2004). According to Sharon and Steel, training can affect employee and this effectiveness are able to increase productivity in the company. And this rotary system can continually work for enhancement of productivity in the workplace.

Training is a key element for improved performance because it can increase the level of individual and organizational competency. "It helps to reconcile the gap between what should happen and what is happening between desired targets or standards and actual levels of work performance" (Supangco, 2011). Also, training can be able to change some positive events that help to increase productivity and improvement of performance (Kay, 2007). "Management has to recognize the workforce needs for training and manpower development, through periodical performance appraisal, to avoid performance problems that could be attributed to poorly skilled and trained workforce" (Divina, 2007).

TRAINING AND THE CHANGE OF CULTURE OF THE COMPANY

Definitions of culture are varied but typically include concepts such as shared beliefs, values, and assumptions that are reflected in attitudes and behavior (Kay, 2007). The organization should always prompt the attitudes and behavior of its employees by enforcing training for them and managers of the organization and to put their employee's in an acceptable level concerning attitude by the implementation of training that causes change the on culture of company. "The culture which results in improved labor productivity would include lessons learned and continuous improvement across projects". There has been considerable interest in the relationship between organizational culture and variables such as productivity. "There is little recognition of the entrenched values, beliefs, and assumptions that prevent effective training" (Kay, 2007). The idea of integrated training and manpower development becomes relevant as it helps in promoting a spirit of teamwork as well as uplifting knowledge and skills leading to improved productivity. If the organization emphasizes more teamwork and commitment by changing the culture of organization so it may get more productivity. Changing the culture can improve organizational commitment that is further divided into several dimensions (Muhammad and Munir, 2013). "The concept of teams and teamwork is increasingly important to productivity and employees' organizational commitment in the workplace" (Kay, 2007). So improvement of commitment can be a main factor to increase productivity in companies, and organization must improve it by training and giving knowledge and experiences to employees properly.

EMPLOYEE TRAINING IMPORTANCE AND OPPORTUNITIES IN THE ORGANIZATION

Training is crucial because it Educates workers about the effective use of technology, Ensures competitive edge in the market, Promotes safety and health among employees, Creates opportunities for career development and personal growth, an important factor in retaining workers Helps employers comply with laws and regulations and Improves productivity and profitability. Surveys indicate the main issue facing business is attracting and retaining good employees. Nationally the average turnover rate is approaching 15%. Keep in mind that a turnover rate of 10% is desirable. Continuous improvement for a company is parting with the lowest 10% of your performers and replacing them with higher quality employees. Therefore, the goal is to part with underachievers, and retain your top performing employees. Inevitably, you will lose good performers; the key is to minimize that fact. A complete employee training program includes a formal new hire training program with an overview of the job expectations and performance skills needed to perform the job functions. A new hire training program provides a fundamental understanding of the position and how the position fits within the organizational structure. The more background knowledge the new associate has about how one workgroup interrelates with ancillary departments, the more the new associate will understand his or

her impact on the organization. Another aspect of a comprehensive employee training program is continuing education. The most effective employee training programs make continuing education an ongoing responsibility of one person in the department. This is an important function that will keep all staff members' current about policies, procedures and the technology used in the department. When advance training was introduced years ago, employees considered it punishment to have to go to a meeting and learn something. It was something akin to going to traffic court and in order not to have the offense appear on your insurance you were given the 'opportunity' to go to drivers education class. How times have changed. Now employees consider additional training as an opportunity and as a highly regarded company benefit.

Employees like training opportunities for many reasons including the following

- They can actually learn something that will make their job easier or more enjoyable
- It increases their 'stock value' within the company. They become more desired
- It could lead to a promotion, pay increase, or a new title
- They can include it on their resume someday in the future
- They feel needed by the company, because their employer is willing to invest time and money into their learning experience
- It gives them the chance to do something different, other than their daily job.
- They can be around other employees or peers and build camaraderie.
- It's typically fun
- It might even include a breakfast, lunch, or dinner
- It might include a team building fun event
- It could include company paid travel to get away for a while.

The actual training opportunities that exist are as abundant as there are needs to be filled and creative ideas to be surfaced. Training opportunities can be grouped into one of two categories; mandatory and optional. Mandatory training opportunities require employees to participate in those training events. That type of training opportunity provides more benefit to the company than to the employee, though the employee also benefits. This type of training typically covers policy, procedure, HR situations, and legal requirements. Mandatory training typically protects the company from liability whereas optional training opportunities benefit the employee as much if not more than the employer. Optional training benefits the employee not only with his or her current employer; it also helps the employee with most if not all future employment situations. As you can see, providing training opportunities benefit all who come in contact with the experience. Whether the benefit is short term or long lasting, the opportunity for further training is an exceptional experience for all employees.

Purpose, Need and benefits of an Employee Training in Organization

The primary purpose of organization training is to provide the skills employees need to make your business better overall. In essence, trained employees can help to achieve high quality products and services in a shorter time period. Highly skilled workers can provide better customer service experiences and engage more customers for longer periods. McGhee (1997) stated that an organization should commit its resources to a training activity only if, in the best judgment of managers, the training can be expected to achieve some results other than modifying employee behavior. It must support some organizational goals, such as more efficient production or distribution of goods and services, product operating costs, improved quality or more efficient personal relations is the modification of employees behavior affected through training should be aimed at supporting organization objectives. Competitive advantage is the essence of competitive strategy. It encompasses those capabilities, resources, relationships, and decisions, which permits an organization to capitalize on opportunities in the marketplace and to avoid threats to its desired position, (Lengnick-Hall 1990). Boxall and Purcell (1992) suggest that 'human resource advantage can be traced to better people employed in organizations with better processes.' This echoes the resource based view of the firm, which states that 'distinctive human resource practices help to create the unique competences that determine how firms compete' (Capelli and Crocker- Hefter, 1996). Intellectual capital is the source of competitive advantage for organizations. The challenge is to ensure that firms have the ability to find, assimilate, compensate, and retain human capital in shape of talented individual who can drive a global organization that both responsive to its customer and 'the burgeoning opportunities of technology' (Armstrong, 2005)

CONCLUSION

Every organization needs to have well-trained and experienced people for performing the activities that have to be done. As the jobs become more complex, the importance of employee development also increases in a rapidly changing society. Employees' training is not only an activity that is desirable but also an activity that an organization must commit its resources to if it is maintaining a viable and knowledgeable workforce. Training plays an important role in improving organizational effectiveness. It is much needed in the private sector in today's competitive environment, especially after liberalization and globalization. In order to make the training more effective in improving organizational as well as individual performance, it is important that the perception regarding effectiveness of training must be made positive. Creating good learning environment, by providing encouragement in terms of promotion or increment and by linking training more closely to work practices. The employer classifies the employees in 3 categories namely technical, interpersonal and problem solving. The employer train the employee so that there is a modification in the employee overall skill. Thus, the employee decides as to the type of training, the time of training and form of training. Training means maintenance and improvement of the level of performance of a person in a section or a department. Training is an upgrading performance.

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