

REVIEW OF LITERATURE IMPACT OF TRAINING ON EMPLOYEES PERFORMANCE

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Abstract: Training is one of the parameter for enhancing the ability of workforce for achieving the organizational activities. It is one of the crucial functions in human resource management which refers to capacity and capability building on employee or organization to meet standard performance level. Every organization can develop and enhance the quality level of employees by providing comprehensive training and development. Employee's ability changes based on the effectiveness of training program and it not only improves the performance of the employees, but also it enhance their knowledge, skills and attitude of the workers for future job. The success of the training program is based on the desired results achieved by organization.

Keywords: Training, Employee performance, Productivity, Organizational performance, outbound training, effectiveness, Human resource management and Employee training.

Introduction:

The term "Training" is large range of things and often used in knowing the changes in the behaviours based on experience and encountered the same in our lives. Training is a learning experience which has capacity to make positive changes and reaches the desired objectives of organization.

Oxford dictionary defines "training" is the process of learning the skills that you need to do a job. Training plays a vital role to support the competitive edge over esteemed respective competitors of any organization in perspective of changing business horizon. Training and Development are vertical in HR domain and it is crucial updating of methods with respect to change in business activities. Training is one of the parameter for enhancing the ability of workforce for achieving the organizational activities. There are different approaches for creative training which produce enhanced human capital that play important role to render knowledge and intellect for accomplishing organizational goals. Outbound training is a one of the training method to enhance organizational performance based on experimental learning.

Nowadays, employee's enrollment in training program has increased over the years in order to develop skills to sustain in this knowledge economy. Companies carry out training programs both in-house and outdoor for developing employee skills, also encouraging the employees for learning outside the work environment. These outdoor training programs expected to create awareness and promotes out of box thinking.

Training is the most important factor in every sector because the training increases the efficiency and effectiveness of both employees and organization. It is to enhance the capabilities of employee, who have more experience and better performance based on their skills and competencies. Training is required in the workplace, because without training, employees don't have their responsibilities and duties. It is one of the crucial functions in human resource management which refers to capacity and capability building on employee or organization to meet standard performance level.

REVIEW OF LITERATURE

In Siddiqui's (2018) study, the author examined the significance of training and development programs as an integral component of human resource development (HRD). It is well acknowledged that all tasks, regardless of their scale or the size of the organization, whether in the primary, secondary, or tertiary sector, necessitate the involvement of human resources. Human resources are a vital asset for any organization to which they are affiliated. It is imperative that these human resources receive comprehensive training and development to acquire optimal skills, knowledge, and competences. This will enable them to function with greatest confidence and contribute to both personal career success and organizational advancement. Training and development programmes are utilized as effective means to transmit essential knowledge and facilitate learning processes. Training methods can be classified into two categories: on-the-job training and off-the-job training and development approaches. This study serves as a conceptual exposition in this particular direction. This study has utilized secondary sources of data. The findings suggest a significant correlation between employee performance and the utilization of training and development strategies. It is recommended that careful selection of training and development methods be employed to effectively impart information, skills, and capacities to employees, as the choice of training methods significantly influences employee performance. Blain

(2009) asserts that empirical evidence indicates that 44 percent of employees undergo training in job-related technical abilities, whereas 33 percent receive training in information technology sector (IT) skills. In the previous year, 18% of the workforce participated in sales-related training, whereas 25% engaged in people development skills training. Additionally, 21% of employees received management based skills training, and 15 percent underwent leadership skills & development. According to Sathi (2022), the culture of an organization encompasses its identity, personality, and character. Organizational culture encompasses the collective values, beliefs, and assumptions that guide individuals in their conduct and collaboration, as well as in decision-making and work practices. Factors that contribute to the style of life of an association encompass its historical background, environmental context, and the individuals who hold leadership positions and are employed and motivation levels is evident to a certain degree. In numerous instances, employees exhibit heightened levels of effort in pursuit of organizational goals when they perceive themselves as integral components of the corporate culture. This research aims to conduct a meticulous empirical investigation on the influence of organizational culture on employee performance in higher education institutions, specifically focusing on the context of Rajasthan. This study aims to examine the correlation between employee compensation, qualifications, experience, and working hours, and assess the impact of these factors on employee performance within the context of organizational culture. The engagement of employees in training and development initiatives has been found to enhance their capabilities and subsequently improve their task performance, leading to increased employee effectiveness. The discovery aligns with Cole's (2002) proposition regarding the objective of assisting training, which is to develop a learning tool aimed at acquiring specialized knowledge and abilities for a particular occupation or task. The concepts of learning, training, and development might be interpreted in two distinct ways by employees. The provision of assistance for employees' growth, employees learning as well as development might be regarded as an inherent motivation. Additionally, it can be considered an extrinsic motivator as it provides employees with additional resources that can aid them in accomplishing their objectives (Bakker & Leiter, 2010). It is widely recognized that as employees acquire a deeper understanding of their job responsibilities, their confidence levels tend to rise, enabling them to operate more independently under minimal supervision from their immediate superiors. This, in turn, fosters the development of their self-efficacy and devotion to their work. The study conducted by McDowall and Saunders (2010) explores the views and understandings of training and development among managers in the United Kingdom. The research presented in the Journal of European Industrial Training aims to investigate the conceptualization of training and development within the organizational environment by managers in the United Kingdom. The findings of the study illuminate the intricacies of various conceptualizations and offer valuable insights into the ways in which these perspectives impact managerial actions. McDowall and Saunders undertake a thorough examination of the diverse aspects of training and development by analyzing the collected responses from a representative group of managers in the UK. The research highlights the non-uniformity of managers' perceptions, which are influenced by a range of factors such as company culture, personal experiences, and industry conventions. The authors place significant emphasis on the impact of these varying views on the managerial strategies employed in the design, implementation, and evaluation of training and development efforts. The findings of the study indicate that training is commonly perceived as a systematic and goal-oriented procedure intended to improve particular job-related competencies. The utilization of this approach is perceived as a method to enhance current performance and optimize efficiency. The research also revealed the importance of ensuring that training and development activities are in line with the strategic objectives of the firm. Managers who possess a comprehensive comprehension of this alignment are inclined to seamlessly incorporate training and development initiatives into their overarching managerial strategies with more efficacy. The authors emphasize the need of firms ensuring sufficient resources, managerial backing, and a favorable learning environment in order to promote favorable outcomes in training and development. The study conducted by McDowall and Saunders (2010) sheds light on the varied viewpoints held by managers in the United Kingdom with regards to training and development. This highlights the significance of acknowledging the intricacies within these perceptions and customizing programs accordingly. The results underscore the significance of training in facilitating rapid skill improvement and fostering long-term development. Moreover, the research emphasizes the crucial significance of strategic alignment, managerial support, and organizational culture in influencing the efficacy of training and development initiatives. In general, this research provides significant contributions for firms aiming to enhance their training and development initiatives in order to facilitate both immediate performance enhancements and long-term employee development. The present study was carried out in the Cultural Office of the Karangasem District, employing questionnaires as the primary method for data collection. The study population comprises all staff employed at the Karangasem District Culture Office, totaling 49 individuals. Therefore, the sampling method employed in this study is the saturated sample method. Regarding this research, the data analysis technique employed is route analysis using SPSS 21. The findings of this study indicate that the impact of information technology on transferable knowledge is statistically significant. However, the study did not find a significant effect of information technology on employee performance. Additionally, the study found

that knowledge transfer has a significant effect on employee performance. Furthermore, the results suggest that knowledge transfer fully mediates the relationship between information technology and employee performance. Mel Kleiman argues that the utilization of employee training and development serves the purpose of orienting workers and improving their managerial and operational skills. By implementing comprehensive competencies and a well-defined framework during the process of employee training and development, the likelihood of individuals effectively fulfilling the organization's mission and fostering a culture of learning as a strategic objective is enhanced. When organizations allocate the necessary resources for job performance, individuals experience job satisfaction and increased productivity, ultimately contributing to the overall success of the organization (Jehanzeb & Bashir, 2013). As posited by Asim (2013), there exist organizational entities that engage in a systematic evaluation of employee performance with the aim of enhancing productivity. This evaluation process is often guided by three primary indicators, namely production counts, personnel data, and judgmental approaches. According to Kirovska and Qoku (2014), it is the responsibility of employees to attain these goals through providing effective feedback. This can be accomplished by offering descriptions of both successful and unsuccessful areas, as well as proposing opportunities for further improvement. According to Kirovska and Qoku, it is said that in order to enhance productivity, performance goals and objectives should align with the SMART criteria, which stands for precise, measurable, achievable, realistic, and time-bound. According to Shaout and Yousif (2014), it is a common practice for organizational executives to evaluate employee performance on a quarterly or annual basis. According to Nassazi (2013), the determination of frequency is typically influenced by resource capability and the objectives that are to be assessed. These objectives can be classified into two categories: developmental aims and administrative objectives. The developmental objectives primarily center around the provision of feedback, the recognition of strengths and shortcomings, the identification of goals, the classification of training needs, the enhancement of communication, and the allocation of time for employees to express their problems. The primary focus of the administrative objectives pertains to the documentation of decisions, identification of employees with high potential, determination of new assignments and transfers, recognition of bad performance, decision-making regarding layoffs, validation of employee selection criteria, and attainment of legal standards and requirements.

Conclusion

The research concluded the complex interaction between employee training and development serves as a dynamic factor that has a substantial influence on both employee performance and the overall success of a business. In the context of contemporary business, businesses face intricate challenges that necessitate a strategic focus on training and development as a crucial mechanism to cultivate ongoing growth, innovation, and excellence within their workforce. The process of employee training commences with the development of specialized skills and knowledge that are specifically designed to meet the immediate job demands. The implementation of this focused strategy provides personnel with the necessary resources to flourish in their respective positions, resulting in increased productivity, less mistakes, and improved task performance. By means of comprehensive development efforts, personnel engage in a transformative process that surpasses their current roles. This more comprehensive approach fosters the development of attributes like as leadership, adaptability, and critical thinking, so equipping individuals to excel in future positions and obligations. The integration of training and development initiatives results in the formation of a workforce that possesses not only a high level of proficiency but also the ability to adapt quickly and anticipate future challenges. The incorporation of these two fundamental elements enables a potent collaboration that serves as the foundation for continuous employee productivity. As employees acquire additional abilities and broaden their perspectives, they actively foster a culture of learning and ongoing enhancement inside the firm. The aforementioned ripple effect facilitates the advancement of novel ideas, fosters cooperation, and enhances employee involvement across the entirety of the workforce. Nevertheless, it is imperative to acknowledge that the ramifications of employee training and development beyond the scope of human influence. As the competencies and flexibility of personnel increase, they enhance the organization's ability to adapt and change in accordance with market dynamics and technology improvements. The strategic advantage possessed by the organization places it on a trajectory of growth, so allowing it to maintain competitiveness within a dynamic and evolving environment.

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