

IMPACT OF TRAINING ON EMPLOYEE PRODUCTIVITY IN PRIVATE FIRMS

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ABSTRACT:

Employee is the core element in any business. The achievement or disaster of the firm depends on its employee performance. Henceforth the sake of employee productivity top management realized the importance of investing money in training. The conceptual paper aim at studying the impact of training on employee productivity in private firms. This study provides a review of the present evidence of such a relationship and offers suggestions for further investigation. The Primary and secondary data has been used to find the impact of training on employee productivity. Questionnaire was administered to population sample of 10 employees from different private sector. The research approach acquired for the study conforms to qualitative research, which includes multiple literature review and case studies on the importance of training in enhancing the performance of the workforce. The study in hand provides brief overview of the literature about training productiveness and how it gives to enhancing the employee performance Through the review of current evidence, offers suggestion to top management that training is a process and not activity, hence it should be continuously done frequently, to keep employees updated with their skills.

KEYWORDS: Training, Productivity, Performance, Employee, Impact

INTRODUCTION

Training is the process of develop skills, knowledge, and ability for doing a particular job. Training process shapes the thinking and develop a current perspective which leads to improve productivity of employees. In the current scenario of business, world is distinguished by growing competitiveness, globalization, and technological advances in organizations. This circumstance urge organizations to acquire innovative measure to meet the changing needs of the time and to bridge the gaps between goals and actual performance. The management author Peter Drucker said that the fastest growing industry would be training and development. Training includes all attempts to increase productivity by increasing an employee ability to perform better, its importance need not to be under rated as cost of training employees is obviously an investment to the organizations. The continuous training in organizations is to see how best employees can improve their productivity to achieve organizations goals. Acquiring productivity calls for actual and efficient management of both human and material resources of the organization. Most of the private firm's managers recognized training as effective tools in achieving productivity. It is well known fact that organizations focus and point those activities and events that can help in the achievements of the objective for which such organizations were

established. It is particularly important that the organization should have skilled and trained workers for the productivity of its organization. It will help to carry out various tasks and activities to achieve organizational goals and objectives. Training is a process which systematically develops the attitude and skill behavior pattern required by an individual to perform a given task (Oliseh, 2005). He states that training is designed to change the behavior of the employee in the workplace to stimulate efficiency and higher performance standards. Training of employees is equivalent to investing in the organizations' most important assets - the employee. It develops their skills, changes their perspective towards work and builds their loyalty to the company hence improved performance. Training also helps for self-development, which gives rise in career which leads to promotion and it gives job satisfaction. Training and development practices are aimed at enhancing employees' personal and professional qualities that lead to greater organizational performance. It is aimed at helping the employees obtain knowledge and skills required in performing and being able to develop their abilities to the full, within the areas that are applicable to the organization. For training to be effective, it should improve the performance and ability of the trained employee. Employee training refers to the planned attempt by an organization to facilitate employee learning of job-related knowledge, skills, and behaviors (Dennis and Griffin, 2005). Trainings are important if they provide updated information and skills which are required in this changing world. Organizations always endeavor to sustain in competitive environment through adoption of up-to-date technologies so that they can better manage their functions and work activities through various departments. The excess of training in an organization helps employees to understand how old things can be in a new way by using different technology and added features in the updated system, which leads to increase performance in terms of cost, risk, sales, profitability, and market shares in an organization. Training is an avenue where an organization prepares employees for future challenges and provides its employees to satisfy its customers better than the competitors.

OBJECTIVES OF THE STUDY

1. To identify the impact of training on employee productivity.
2. To study the major challenges faced by private firms.

RESEARCH METHODOLOGY

The study used both primary and secondary data sources. The primary data include data collected from various employees from private firms. Secondary data was collected from internet and online database various books, journals, government publications, newspapers etc. and research is Descriptive & Explorative in nature.

LITERATURE REVIEW

There are numerous studies and surveys, which indicate, evaluation of training impact. The brief discussion of some of them is as follows:

Training refers to a planned intervention aimed at enhancing the elements of individual job performance" (Chiaburu and Tekleab, 2005). It is all about improving the skills that is necessary for the achievement of organizational goals. Training programs, may also help the workforce to decrease their anxiety or frustration, originated by the work on job (Chenet al., 2004). Those workers who feel themselves to be unable to perform a task with the desired level of performance often decide to leave the firm (Chen et al., 2004), otherwise their stay at firm will not add to productivity (Kanelopoulos and Akrivos, 2006). The greater the gap between the skills necessary and those possessed by the workforce, the higher the job dissatisfaction of the workers. Rowden (2002), suggest that training may also be an efficient tool for improving one's job satisfaction, as employee better performance leads to appreciation by the top management, hence employee feel more adjusted with his job. According to Rowden and Conine (2005), trained employees are more able to satisfy the customers and (Tsai et al., 2007), employees who learn because of training program shows a greater level of job satisfaction along with superior performance.

Kirkpatrick's (1959, 1976, and 1996) evaluation criteria (i.e., reaction, learning, behavioral, and results) were used for evaluation. Authors identified specified preparing plan and assessment features

and then used metanalytic procedures to empirically assess their relationships to the effectiveness of training in organizations. Their results suggest that the training method used, the skill or task characteristic trained, and the choice of training evaluation criteria are related to the observed effectiveness of training programmes. Training organizers will find the information accessible here is of some value in making informed choices and decisions in the plan, accomplishment, and evaluation of managerial training projects.

Paul, A.K. and Anantharaman, R.N. (2003) research study based on Indian software companies, was an attempt to develop and test a causal model linking human assets management with organizational performance through an intervening process. They took a sample of software companies of India. Companies with 1,000 or more employees belonged to large scale and those with fewer than 1,000 belonged to small scale groups.

According to Hawthorne studies, and many other researchworks on productivity of worker highlighted the fact that employees who are satisfied with their job will have higher job performance, and thus supreme job retention, than those who are not happy with their jobs (Landy, 1985). Moreover, it is stated that employees are more likely to turnover if they are not satisfied and hence demotivated to show satisfactory performance. Employee performance is higher in happy and satisfied workers and the management find it easy to motivate high performers to attain firm targets. (Kinicki and Kreitner, 2007). The employee could be only satisfied when they feel themselves competent to perform their jobs, which is achieved through better training programs.

According to Leonard-Barton, (1992), an organization that gives worth to knowledge as a source of gaining competitive edge than competitors, should build up system that ensure constant learning, and on the effective way of doing so is training. Pfeffer (1994) highlights that well-trained workforce is more capable of achieving performance targets and gaining competitive advantage in the market. Training is determined as the process of enabling employee to complete the task with greater efficiency, thus considered to be vital element of managing the human resource performance strategically (Lawler, 1993; Delaney and Huselid, 1996)

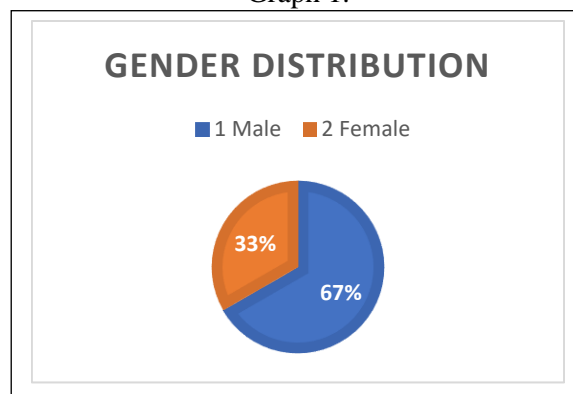
DATA COLLECTION

Impact of training on employee productivity

Table 1: Gender Distribution

Sr. No.	Gender Distribution	
	Particulars	Responses
1	Male	42
2	Female	21
3	Total	63

Graph 1:

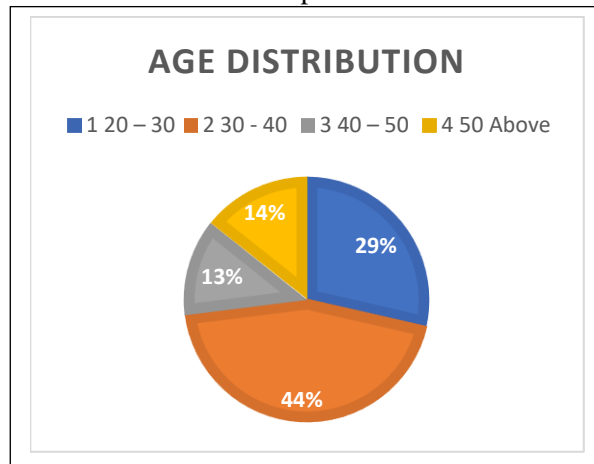


Survey of total 63 respondents has been taken and around 67% male and 33% females has given the responses.

Table 2: Age Distribution

Sr. No.	Age Distribution	
	Particulars	Responses
1	20 – 30	18
2	30 - 40	28
3	40 – 50	08
4	50 Above	09
5	Total	63

Graph 2:

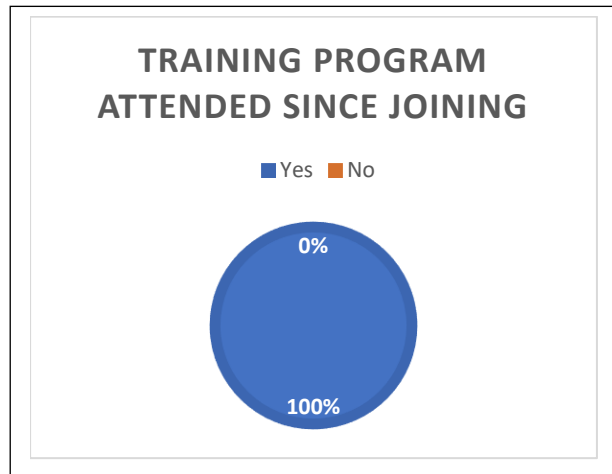


Majority of respondents are flows under the age of 30-40 age group. After that 29% is of 20-30 age groups. 8% are of 40-50 and 9% of 50 and above.

Table 3: Training Program Attended since joining:

Sr. No.	Training Program Attended since joining:	
	Particulars	Responses
1	Yes	61
2	No	00
3	Total	63

Graph 3:

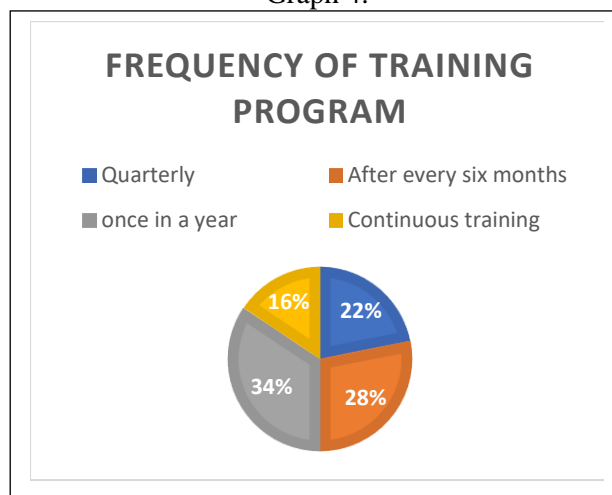


All the employee has attended the training program after their joining.

Table 4: Frequency of training program:

Sr. No.	Frequency of training program:	
	Particulars	Responses
1	Quarterly	14
2	After every six months	18
3	once in a year	22
4	Continuous training	10
5	Total	63

Graph 4:



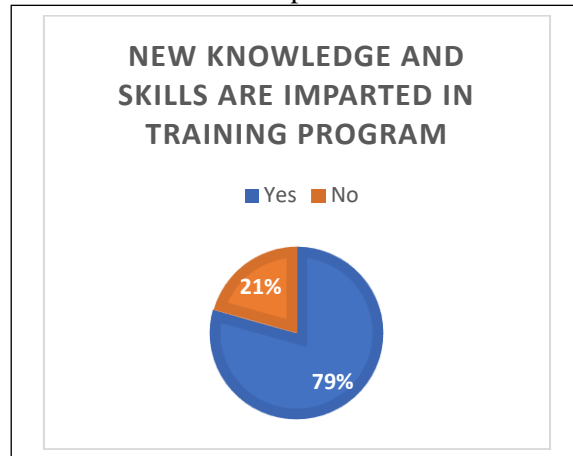
Most of the respondents has attended the training program once in a year. 22% employee have done training Program quarterly. 16% employee has a continuous training program policy. 28% employee has twice trained in a year.

Table 5: New knowledge and skills are imparted in training program:

Sr. No.	New knowledge and skills are imparted in training program	
	Particulars	Responses
1	Yes	50

2	No	13
5	Total	63

Graph 5:

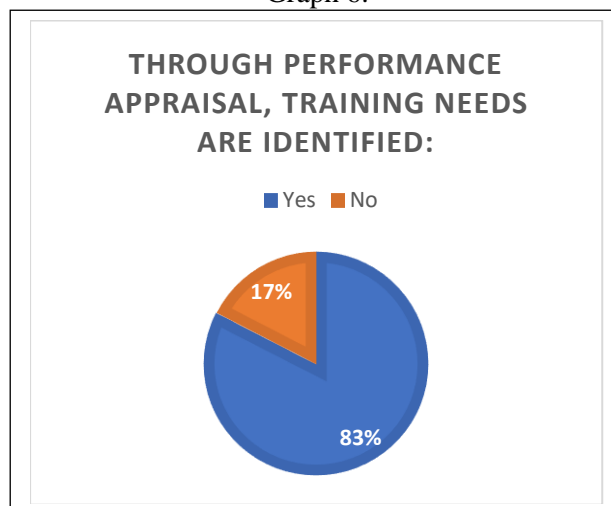


As per responses from the employee 79% said that new knowledge and skill are imparted in training program and 21% are not in support to the same.

Table 6: Through performance appraisal, training needs are identified:

Sr. No.	Through performance appraisal, training needs are identified	
	Particulars	Responses
1	Yes	52
2	No	11
3	Total	63

Graph 6:



83% employee said that Through performance appraisal, training needs are identified and based on that training is arranged for all employees. 17% are not agree with the statement. As per their opinion training contents are decided by the management.

Table 7: Training impact on employee productivity:

Sr.	Training impact on employee
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No.	productivity:	
	Particulars	Responses
1	Positive impact	58
2	No Impact	1
3	May be	4
4	Total	63

Graph 7:

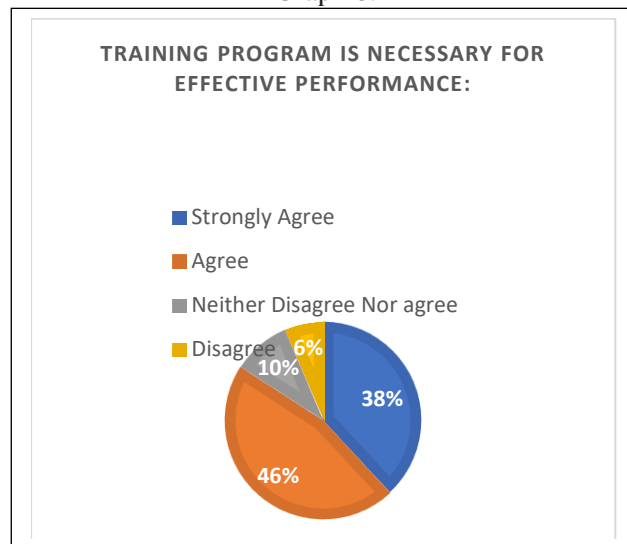


Majority of respondents said that training has positive impact on productivity of employee, means that increases the productivity of organization. And 6% Employees are in neutral opinion.

Table 8: Training Program is necessary for effective performance:

Sr. No.	New knowledge and skills are imparted in training program	
	Particulars	Responses
1	Strongly Agree	24
2	Agree	29
3	Neither Disagree Nor agree	6
4	Disagree	4
5	Total	63

Graph 8:



Based on the responses 46% respondent are agree with that Training Program is necessary for effective performance and increase productivity. 38% are strongly agree with the statement. And only 6 % employee are disagreeing with the statement.

Table 9: Satisfaction Level of Company’s Training

Sr. No.	Satisfaction Level of Company’s Training	
	Particulars	Responses
1	Extremely Satisfied	30
2	Satisfied	21
3	Moderately Satisfied	6
4	Slightly Satisfied	6
5	Not at all Satisfied	0
6	Total	30

Graph 9:



Looking into the responses most of the employee are satisfied with the training program conducted by the company. Almost 33 % are extremely satisfied and 48% are satisfied and 9% are moderately satisfied.

CHALLENGES FACED BY PRIVATE FIRMS

Reskilling and upskilling for a digital workplace: Improving employees' digital transformation expertise enables a competitive advantage because the organization has a skilled workforce from which to source skilled labor when other organizations struggle. The number of jobs increases with technical components, which immediately puts workers without the necessary skills at a disadvantage. Therefore, identify the employee skills that need to be developed. Due to work pressure and commitment, it is a challenge to organize an internal training program for employees. Organisation should have motivated employees for reskilling and recognition of skills. The another challenge is employees find it difficult to adapt to change quickly and effectively.

Complex enterprise software: complex tasks that require special knowledge or training is one of the challenges faced by employees. Implementing new business software is no easy task. The fruits of labor do not come immediately. It is a difficult process that requires a lot of clarity, patience and commitment. Knowing the risks and learning from others' mistakes is the key to a smooth and stress-free implementation. Employees find it difficult as there is complicated customization of software, so effective and practical exposure adaptation becomes difficult for employees to cope up with the software. Deploying new software feels like another job. As tempting as it is, overworking employees to save money is a good way to lose them eventually is another challenge.

Adapting to remote learning: Lack of motivation, Time management, Work life balance, Technological and logistical issues are placed by employees, for which apt training and counselling programme must be organized for employees which will result in productivity in the organization. Companies need to be much more specific about their remote culture and communication standards. One of the important changes is the transition from synchronous to asynchronous work. With a synchronous work meeting, project situation, meeting and brainstorming, setting the agenda for another meeting is a challenge. Meetings should be shorter and focus on employee alignment and strategy and strategy discussions, rather than unnecessary meetings that affect well-being and productivity.

Ineffective and outdated training methods: With the changing workplace needs, training methods and content must change. But in many organizations still the outdated training methods are used. Ineffective training can prove ineffective due to hasty planning, poor timing and lack of follow-

through. An effective training method must meet the needs and learning style of the organization's employees. Conversely, the wrong training approach can actually have a negative impact by tying up resources, reducing employee morale and productivity and creating negative work experience for your employees. Now that you understand why it's important to match your training methods to your learning style, you can better evaluate the effectiveness of your current training strategies.

Lack of employee feedback on training: Employees don't provide realistic feedback, so improvement is not made in the content and method of training program. If we accept that ineffective training initiatives simply tick the box without employees having long-term skills, then feedback is needed to assess what employees are learning and whether your programs are having an impact on them. Without a feedback loop, it's easy to perpetuate ineffective programs that blame employees for poor performance and ultimately undermine employee morale. Employees' feedback can contribute to the success of the organization if they are trained to perform their jobs according to industry standards. Training, which is essential for management and staff, usually consists of several lessons on site or during induction at another location. Some organizations view extensive training as an unnecessary expense and expect new hires to learn on the job from supervisors and senior staff. However, such training is often insufficient and creates problems for the company.

Measuring ROI of training programs: The department's lack of resources is straining things, including training. There are also challenges faced in measuring ROI as there is deficiency of methods, scarcity in metrics and quality of information. Another challenge in measuring ROI can be lack of knowledge and skills for evaluation of ROI and even organizational support.

Scaling personalized training and development: Lack of motivation and inability to define key goals and approaches that best suit his needs is one of the challenges that employees face. Employees don't get firsthand experience or practical knowledge by training programs as trainers, train at a time 100 employees. so skills are not enhanced and developed. This becomes a challenge when an organization must implement programs that aim to hire employees through various channels and help them develop the necessary skills at a scale.

Busy employees finding time for training: Employees find it difficult to manage training and development due to ongoing projects, family time, deadlines at the workplace. Most workers feel tired at work and only a few do not feel stressed at work. Given this aspect, employees may be reluctant to see advanced programs as a step forward when they still have to complete their normal workload - now, in less time. No matter how much you invest in employee training programs, how much productivity you expect as a result, and how much better your colleagues work in the field: the human factor must be prioritized when building an organization. that works for your people. Otherwise, you can expect the numbers to rise while revenue and employee satisfaction decline.

CONCLUSION:

The main purpose of training program is to add knowledge, enhance skills and improve performance of the employees. Training program should be continuous activities. Organizations plan training program without considering employees experience knowledge, skills, and abilities and due to that employees are not able to attain performance target on jobs. Therefore, firms should take into consideration goals and objectives while designing training program.

This study focuses on the impact and effectiveness of training on employee performance. Training plays a vital role in shaping employees' behavior and perspective. Training makes employees more competent to perform their job in an effective way. Training helps employees to hold head positions in the organization and helps to overcome the deficiencies in job related area. Investment in the training program by the firms not only bring high return on investment but also supports to face competition in the market.

Employees are rare and especially valuable resource of any organization. The success or failure of any organization relies on its employee's performance. Thus, Organizations perceive the fact are willing to invest in training program for the development of their employees as well as for the organization. Productive training is a key factor for improved performances it can improve the level of employee and firm's competency. Training fills gap between desired training and actual training. Distinctly training develops ability, skills, knowledge and makes employees more competent to perform

different activities in the organization, which improves employee performance and organizational productivity.

Thus, continuous training has a positive impact on employee and organizational productivity.

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