



THE EFFECT OF TRAINING PROGRAMMES ON EMPLOYEE PERFORMANCE A CONCEPTUAL FRAMEWORK

T. Rajeswari,* Dr. P. Palanichamy**

*Research Scholar, Department of Commerce, Pondicherry University, Pondicherry.

**Former Professor, Department of Commerce, Pondicherry University, Pondicherry.

Abstract

Employee is a blood stream of any business and employee is a key element of the organization. Training has an important effect on employee performance. The success or failure of any organization depends on employee performance. Therefore, organizations are investing huge amount of money on employee development. This conceptual paper aimed at studying the effect of training programmes on employee performance and to provide suggestion as to how firm can improve its employee performance through effective training programs. Further the paper is to analyze and understand the theoretical framework for effects on training and development programmes for improving employee performance. The introduction, training needs, importance of training and development, evaluation of training programmes, motivation principles for training, employee performance, career advancement and employee performance evaluation, for a brief overview related to effect of training programmes on employee performance.

Keywords: Effect of Training Programmes, Employee Performance.

INTRODUCTION

Training may be defined as a planned programme designed to improve performance and to bring about measurable changes in knowledge, skills, attitude and social behavior of employees for doing a particular job. Nowadays, training has an additional purpose of facilitating change. Management training is basically equipping managers with such knowledge, skills and techniques as are relevant to managerial tasks and functions¹.

Training is, essentially, a value-addition activity undertaken by an organization to enrich the value of its core asset, namely, its people. It plays a vital role in enhancing the efficiency, productivity and performance of the employees. It is a learning process that helps employees acquire new knowledge and the skills required to perform their present jobs efficiently. Rapid technological development and the resultant changes in the production process have compelled the management of various companies to treat training as a continuous process of the organization. In fact the strategic goals of an organization usually form the basis for its training programmes. Training typically comprises predetermined programmes to achieve the desired performance effectively at various levels- individual, group and organizational. In simple terms, training is all about making a difference between where the worker stands at present and where he will be after some point of time²

Employee training tries to improve skills, or add to the existing level of knowledge so that the employee is better equipped to do his present job, are to prepare him for a higher position with increased responsibilities. However, individual growth is not an end in itself. Organizational growth needs to be mixed up with the individual's growth whereas the concern is for the organization's viability that it should adapt itself to a changing environment. Employee growth and development has to be seen in the context of this.

The effective functioning of any organization requires that employees learn to perform their jobs at a satisfactory level of proficiency. An effective organization wishes to have amongst its ranks individuals who are qualified to accept increasing responsibilities. So much those organizations need to provide opportunities for the continuous development of employees not only for their present jobs, but also to develop their capabilities for other jobs for which they might later be considered.

Training refers to the teaching/learning activities carried on for the primary purpose of helping members of an organization to acquire and apply the knowledge, skills, abilities and attitudes needed by the organization. Broadly speaking, training is the act of increasing the knowledge and skill of an employee for doing a particular job³.

TRAINING PROCESS

The training process contains four stages namely pre planning, planning, implementation and evaluation. The planning and

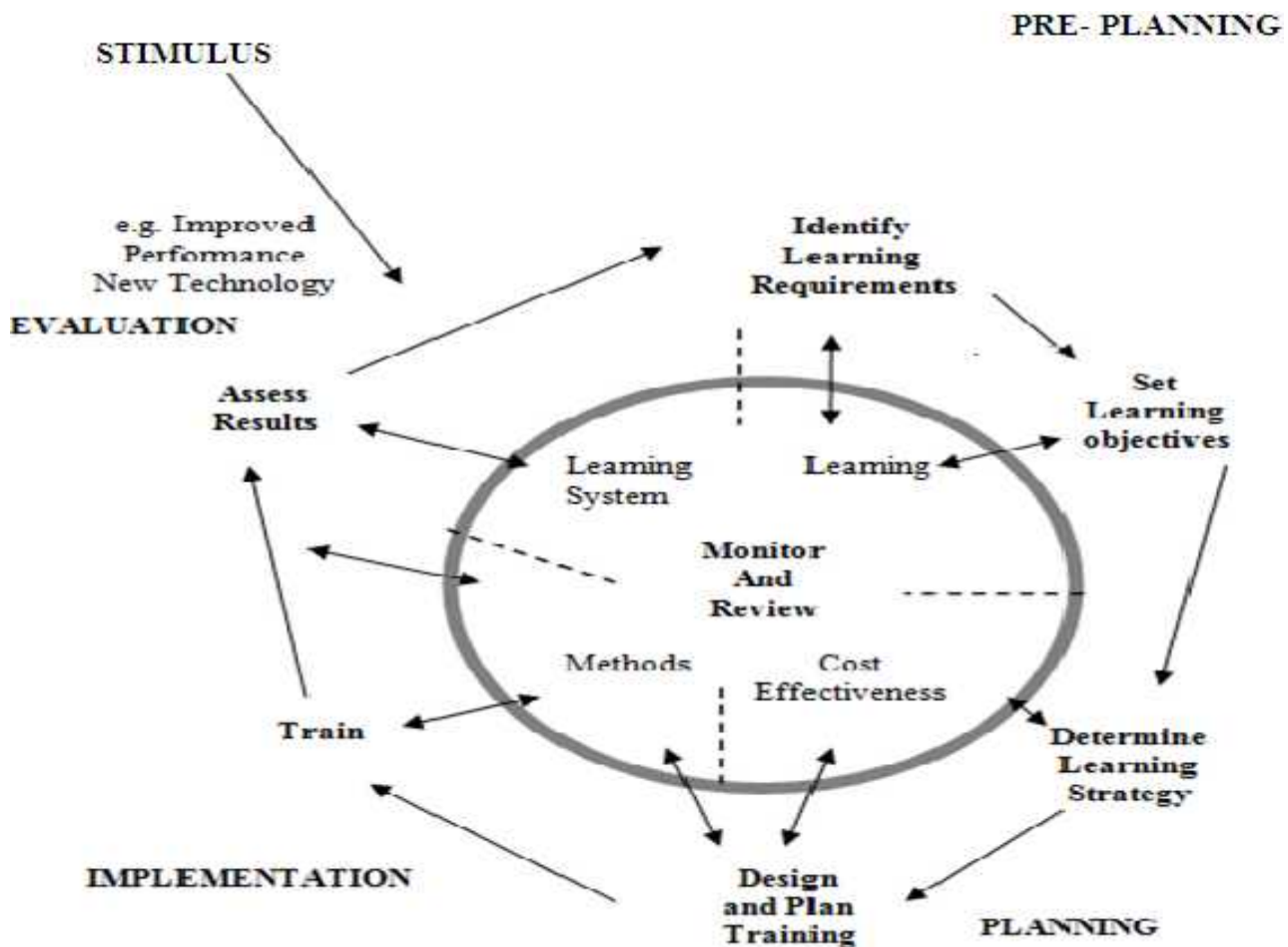
¹ Biswaajeet Pattanayak 2010 "Human Resource Management" PHI Learning Private Limited new Delhi P-74

² Pravin Durai 2010 "Human Resource Management" Dorling Kindersley (India) Pvt. Ltd., New Delhi P - 210

³ Arun Monappa, Mirza Saiyadain " Personnel Management" Tata McGraw-Hill co Lit New Delhi P-173

the implementation stages are important. In these two stages, the training programme is designed and delivered. The training process is pictorially shown below⁴:

Figure: Training process



Source: Dr.Janakiram B, "Training and Development", Biztantra Management for the Flat World, 2011.

TRAINING NEEDS

Management techniques applied to internal process will also demand training. As more and more companies follow the twin trails of empowerment and teamwork, teaching employees the right attitude and enhancing their competence will be crucial. The abilities of employees, who are used to carry out the orders of their managers, will have to be developed so that they can take decisions and bear the consequences of their actions. Workers will also need to be trained so that they can ask for ideas, seek help, listen and give feedback.⁵

The need for training and development of on a continuing basis in organized sectors of human activity is no longer a matter of debate. The need has been recognized as an essential activity not only for management in public and private sectors but also of trade unions, academic institutions, professional bodies and the various departments and agencies of the governments.

Some of the conditions that have led the awareness of the importance of training and development activities in organizations in the post-1960 period in India are:

- i) Suboptimal performance of organization in public, government and private sectors.

⁴ Janakiram B 2011 "Training and Development", Biztantra Management for the Flat World, P -85.

⁵ Biswaajeet Pattanayak 2010 "Human Resource Management" PHI Learning Private Limited New Delhi P-79.

- ii) The ever-increasing gap between planning and implementation of projects.
- iii) Technological change necessitating acquisition of new skills.
- iv) Qualitative change in the form of professionalization of managerial staff and workmen.
- v) Increased uncertainties and complexities in the environment necessitating flexible and adaptive response.
- vi) Need for individual and organizations to grow at rapid pace.
- vii) To meet challenges of global competition.
- viii) To harness the human potential and give expression to their creative urges.⁶

AIMS OF TRAINING

1. To improve performance on the job for enhanced contribution to organizational goals and objectives.
2. To “benchmark” the status of improvement with regard to a performance improvement effort.
3. To facilitate overall professional development of employees for increased job satisfaction and productivity.
4. To assist organizations in succession planning, to help an employee to be eligible for a planned change in role in the organization.
5. To “pilot”, or test, the operation of a new performance management system.
6. To develop organizational specific skills and competencies. This is otherwise scarcely or not at all available in the human resource market⁷

IMPORTANCE OF TRAINING AND DEVELOPMENT

The literature on training and development is constantly undergoing changes as in any other discipline. It became importance to be clear about the meaning of important terms and concepts before going into the process and details of training and development.

Training and development focus on the improvement of knowledge, skill and abilities (KSA) of the individual. Training involves a process of providing KSA's specific to a particular task or job. Development activities in contrast have a long-term focus on preparing for future responsibilities while increasing the capacities of employees to perform their current jobs.

Training is a systematic process of changing knowledge, skill and behaviour and / or motivation of employees to improve their performance on the job as per the goals and objective of the organization. “Training is an act of increasing the knowledge and skill of an employee for doing a particular job. “The purpose of training is to bring about improvement in the performance of work. It includes learning of such techniques as are required for the better performance of defined tasks”

Training is important for new as well as old employees. Based on the definition given by various persons, it can be inferred that

1. Training is an attempt to improve current or future performance.
2. It is a systematic process of altering the behaviour of employees in a direction that will achieve organizations goals,

A formal training programme is an effort by an employer to provide opportunities for the employees to acquire job related skills, attitude and knowledge⁸

BENEFITS OF TRAINING

General benefits available from employee training and development are numerous. The benefits include:

1. Increased employee motivation.
2. Increased efficiencies in processes, resulting in financial gain and competitiveness.
3. Increased job satisfaction and morale among employees.
4. Increased capacity to adopt new technologies and methods.
5. Increased innovation in strategies and products.
6. Reduced employee turnover and absenteeism.
7. Enhanced organizational image, e.g.,⁹

⁶ Venkata ratnam C.S, srivastava B.K 2010 “Personnel Management and Human Resource” Tata McGraw Hill Education Private Limited New Delhi P- 148.

⁷ Tapomoy Deb 2009 “Training and Development Concepts & Application” Ane Book Pvt. Ltd. New Delhi P- 9.

⁸ Krishnaveni .R 2009 “Human Resource Management”, Anurag Jain for Excel Books New Delhi P-207

⁹ Tapomoy Deb (2009) “Training and Development Concepts & Application” Ane Book Pvt. Ltd. New Delhi P- 12.

EFFECTS OF TRAINING

To get valid measure of training effectiveness, HR personnel should accurately assess trainee's job performance in 2-4 months after completion of training.

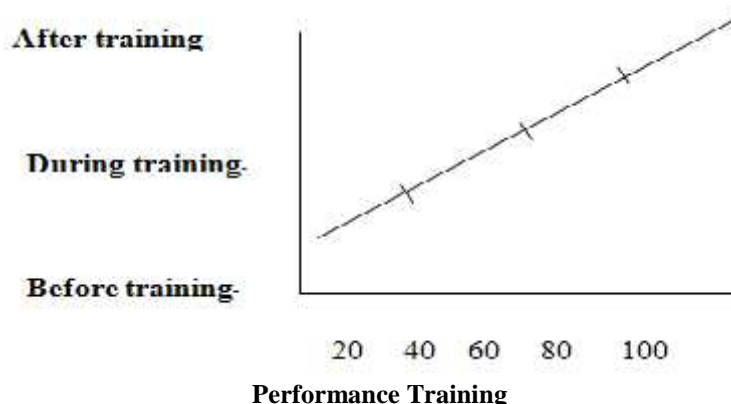
For evaluation of training four basic categories of outcome can be measured:

1. **Reaction:** the trainee's reaction to the programmes has to be recorded. Did he like the programme?
2. **Learning:** knowledge and skill acquired by the trainee as a result of the training has to be recorded. Did the trainee learn the principles and skills that the trainer wanted him to learn?
3. **Behavior:** whether the trainee's behavior on the job have changed because of the training programmes. Did the trainee become a regular employee because of the training programmes
4. **Results:** What final results have been achieved? Did scrap page costs decreased? Was turnover reduced? Favorable results must be obtained because of the training programmes.¹⁰

TECHNIQUES OF EVALUATION

1. **Structured interviews:** Interviews with the immediate supervisor of the trainees are acceptable methods of obtaining feedback on training.
2. **Use of experimental and control groups:** Each group is randomly selected, one to receive training, i.e., experimental group and the other not to receive training, i.e., control group. Performance of both the group is measured before and after the training. If the results shown by the experimental group are significantly greater than those of the control group, the training can be considered successful.
3. **Time series analysis:** A series of measurements are taken before the programme begins and continues during and after the programme is completed. The results obtained are plotted on a graph to determine as to whether changes have occurred as a result of the training effort. If the graph shows that after the trainings, the performance is better than before the training, then the training is successful.

Graph showing the performance



Pre and post –test be administered: Prior to the training, a test related to the training material is applied and the results of this pre-test are compared with the results on the same test administered after the programme has been completed. If the post – test performance is better than the pre-test performance, it may be inferred that the training is successful.¹¹

ADVANTAGES OF TRAINING TO THE CANDIDATE

1. **Confidence in employees:** training develops confidence in employees so that they can handle even difficult situations with ease. Training helps the newcomer to adjust easily with their new job and environment.
2. **Positive attitude:** Training develops positive attitude in employees, they work with a positive frame of mind. This results in higher efficiency and better rewards.
3. **Chances of promotion:** Trained personnel have a fair chance of being promoted. Instead of selecting people from outside sources, a trained person can be promoted to higher levels.
4. **Refreshing exercise:** Training refreshes the employees. It not only provides information but also works as short escape from the routine work. It updates knowledge and skills of employees

¹⁰ Gary Dessler 2006 "A Framework for Human Resource Management" Kindersler (India) Pvt. Ltd. New Delhi .

¹¹ Chitra Atmaram Naik, 2010 "Human Resource Management", Ane Books Pvt Ltd New Delhi, P- 68.

5. **High rewards:** trained employees increase performance and productivity. The fruits of higher returns are shared between the company and staff. Enlightened staff also provides suggestions. If the suggestions are cost effective, then the employees are rewarded suitably.
6. **Cooperation with others:** Trained employee cooperates with each other. Thus the employees fulfill the social need of belongingness.

Risk management, e.g., training about preventing sexual harassment, diversity training, safety training, etc¹²

MOTIVATION PRINCIPLES FOR TRAINING

- People learn best by doing. Try to provide as much realistic practice as possible.
- Trainees learn best when the trainers immediately reinforce correct responses perhaps with a quick “well done.”
- Trainees learn best at own pace. If possible, let them pace themselves.
- Create a perceived training need in trainees’ minds. In one study, pilots who experienced pre-training, accident-related events subsequently learned more from an accident –reduction training program than did those experiencing fewer such events. Similarly, “before the training managers need to sit down and talk with the trainee they can use it on the job.”
- The schedule is important. The learning curve goes down late in the day, so that “ full day training is not as effective as half the day or three – fourths of the day”¹³

EMPLOYEE PERFORMANCE

Successful employers always make investments to retain their workers and improve their effectiveness. By constantly and consistently measuring performance, employers can ensure that their investment is providing results. Workers also benefit from performance measurement and appreciate fair productivity assessment. This can only happen when performance is measured consistently across the organization. In doing so, individuals can see how their work compares to that of other workers and industry benchmarks.

Employers identify employee’s performance deficiencies and training needs in several ways. These include.

- Supervisor, peer, self, and 360 – degree performance reviews:
- Job-related performance data (including productivity, absenteeism and tardiness, accidents, short-term sickness, grievances, wastage, late deliveries, product quality, downtime, repairs, equipment utilization, and customer complaints);
- Observation by supervisors or other specialists;
- Interviews with the employee or his or her supervisor;
- Tests of things like job knowledge, skill, and attendance;
- Attitude surveys;
- Individual employee daily diaries;
- Devised situations such as role playing and case studies and other types of tests;
- Assessment centers; and
- Management – by – objective evaluation.¹⁴

CAREER ADVANCEMENT

Many workers want to advance in their chosen careers and professions. Employers should therefore work to help them achieve these goals and move forward on their chosen career path. Performance measurement is one of the best ways to accomplish this and can benefit both the worker and the organization.

When performance measurements occur regularly, the information collected can be used to identify trends in a worker's performance ratings. This data can then be used to:

- Help individuals identify their strengths and areas of opportunity for improvement

¹² Chitra Atmaram Naik, 2010 “Human Resource Management”, Ane Books Pvt Ltd New Delhi, P- 71

¹³ Gary Dessler 2008 “Human Resource Management”, New Delhi P 296-297

¹⁴ Gary Dessler , Biju Varkkey 2011 “Fundamentals of Human Resource Management” Dorling Kindersley (India) Pvt Ltd New Delhi P -155

- Identify potential opportunities for individuals to advance or move around within the company.
- Suggest ways where the employee can fill any gaps in their skill set.

Workers should feel good about their contributions to the company and any gaps or performance issues should be viewed as opportunities for improvement that will benefit both the worker and the organization.

MEASUREMENT OF EMPLOYEES PERFORMANCE

Workers will often use an employment agency when looking for jobs. The employment services provided by such agencies will evaluate and measure a worker's skill set and abilities to help them find employment. The type of feedback provided to workers in this case differs from an on-the-job performance review because it is intended to help an individual:

- Make good career decisions
- Assign time wisely for building marketable skills
- Conduct a successful job search

Numerous measurement tools can be used by employment services to see how much a client has developed with their help. One set of tools is called Employability Dimensions and is provided by the Human Resources and Skills Development (HRSD), the founder of many employment services. Employability Dimensions include a nine-step client assessment process and provide guidance to counselors on developing an action plan with their clients.¹⁵

EMPLOYEE PERFORMANCE EVALUATION

The Employee Performance Evaluation Form is used by companies as a template for evaluating the performance of employees. The Employee Performance Evaluation Form can be used by companies to develop better communication between employees and supervisors, improve the quality of work, increase productivity and promote employee development. This form is customizable to fit the company's specific usage.¹⁶

The most effective words that can be used in a variety of job performance appraisal categories are as follows:

- **Quality and quantity of work:** accuracy, thoroughness, productivity, and goal attainment
- **Communication and interpersonal skills:** teamwork, cooperation, listening, persuasion, and empathy
- **Planning, administration, and organization:** goal setting, prioritizing, and profit orientation
- **Leadership:** accessibility, responsiveness, decisiveness, collaboration, and delegating
- **Job knowledge and expertise:** knowledge base, training, mentoring, modeling, and researching
- **Attitude:** dedication, loyalty, reliability, flexibility, initiative, energy, and volunteering
- **Ethics:** diversity, sustainability, honesty, integrity, fairness, and professionalism
- **Creative thinking:** innovation, receptiveness, problem solving, and originality
- **Self-development and growth:** learning, education, advancement, skill building, and career planning

TRAINING AND PERFORMANCE CONSULTING

Training must be linked to enhancing organizational performance. This occurs most effectively when a performance consulting approach is used. Performance consulting is a process in which a trainer (either internal or external to the organization) and the organizational client work together to boost workplace performance in support of business goals. Performance consulting compares desired and actual organizational results with desired and actual employee performance. Once these comparisons are made, then Performance consulting takes a multifaceted approach to Performance issues.

- Focusing on identifying and addressing root causes of performance problems.
- Recognizing that the interaction of individual and organizational factors influences employee performance.
- Documenting the actions and accomplishments of high performance and comparing them with action of more typical performers.¹⁷

¹⁵ www.hrm.com.

¹⁶ www.EP.com

¹⁷ Robert L. Mathis, John H. Jackson (2003) Human Resource Management New Delhi P- 274

Performance Consulting



Source: Robert L. Mathis, John H. Jackson (2003) Human Resource Management New Delhi **Conclusion**

Employee development is one of the most important functions of Human Resource Management. Therefore, there is a direct relationship between employee development and employee performance. When employees are more developed, they would be more satisfied with the job, more committed with the job and the performance would be increased. When employee performance would increase, this will lead to the organization effectiveness. This conceptual paper aimed at studying the effect of training programmes on employee performance and to provide suggestion as to how firm can improve its employee performance through effective training programs. Further the paper is to analyze and understand the theoretical framework. The key variables identifies related to effect of training programmes and employee performance.

REFERENCE

1. **Arun Monappa, Mirza Saiyadain (2010)** "Personnel Management" Tata McGraw-Hill co Lit New Delhi P-173
2. **Biswajeet Pattanayak 2010** "Human Resource Management" PHI Learning Private Limited New Delhi P-74
3. **Chitra Atmaram Naik (2010)**, "Human Resource Management", Ane Books Pvt Ltd New Delhi, P- 68 to 71
4. **Elnaga, A., & Imran, A. (2013)** "The Effect of Training on Employee Performance" *European Journal of Business and Management*, 5(4), 137-147.
5. **Gary Dessler 2006** "A Framework for Human Resource Management" Kindersler (India) Pvt. Ltd. New Delhi
6. **Gary Dessler (2008)** "Human Resource Management" New Delhi P- 296-297
7. **Gary Dessler, Biju Varkkey (2011)** "Fundamentals of Human Resource Management" Dorling Kindersley (India) Pvt Ltd New Delhi P -155.
8. **Hameed, A., & Waheed, A. (2011)** "Employee development and its effect on employee performance: A conceptual framework" *International journal of business and social science*, 2(13), 224-229.
9. **Janakiram B (2011)** "Training and Development", Biztantra Management for the Flat World, 2011.
10. **Krishnaveni .R (2009)** "Human Resource Management", Anurag Jain for Excel Books New Delhi P-207
11. **Obisi, C. (2011)** "Employee training and development in Nigerian Organizations" Some observations and agenda for research. *Australian Journal of Business and Management Research* Vol, 1(9), 82-91.
12. **Robert L. Mathis, John H. Jackson (2003)** "Human Resource Management", New Delhi Page No 278.
13. **Singh, R., & Mohanty, M. (2012)** "Impact of training practices on employee productivity: A comparative study" *Inter science Management Review (IMR)*, 2(2), 74.
14. **Tapomoy Deb (2011)** "Human Resource Management Theory and Practice" Gopaljees Enterprise, Delhi
15. **Tapomoy Deb 2009** "Training and Development Concepts & Application" Ane Book Pvt. Ltd. New Delhi P- 12.
16. **Vijayakumar, d, Mohamed sabura .F (2013)**. Satisfaction and effectiveness of training among the employees of twad board—a case study. *International journal of research in commerce, it & management*, volume no: 1 (2011), issue no. 1
17. **Vemi, J. (2007)**. Employee training and development and the learning organization. *Facta universitatis-series: Economics and Organization*, 4(2), 209-216.
18. **Venkata ratnam C.S, srivastava B.K 2010** "Personnel Management and Human Resource" Tata McGraw Hill Education Private Limited New Delhi P-148.