

An Empirical Relationship between Training and Development and Employee Performance

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Abstract: Training and Development contribute major places in the achievement organizational goal. It develops productivity, profitability, turnover and even equity of the organization. It provides health and safety measures to the workers. This is the one of the investment to the organization and they have to earn this investment in productivity of the employer. This training is given to employees in various reasons such as maintaining new machinery purchased in the organization, learning of advanced technology , new product an development etc., This is one of the good opportunities to the employees to their career growth. The employee who has utilized the training and development in proper way achieved lot. Training and development are essential strategic tools for effective individual and organisation performance, organisation are spending money on it with confidence that it will earn them a competitive advantage. The main aim of every organization is to develop its performance but it can never be possible without the efficient performance of employees. Therefore, the performance management system came into effect as a management reform to address and redress concerns, organizations had about performance (Sharif, 2002). In banks sector, a wide range of reforms that focus on the performance have also been implemented (Downs, Chadbourne, & Hogan, 2000; Gleeson & Husbands, 2001). Poor performance and corruption are made by the employees in regards of without proper training and development given by the organization. Training is the courage that avails the need of fluent and smooth functioning of work which supports in improving the quality of work life of employees and organizational development. So, every organization needs to study the role, importance and advantages of training and its positive impact on development for the growth of the organization. Quality of work life is a process in which the organization recognizes their responsibility for excellence of organizational performance as well as employee skills. Training and development employees are generally accountable for keeping company training and development systems, to judge training needs and to form the delivery of training and development. The firm cannot achieve against the competitor without proper training given to the employees. Hence, Training and development is the main criteria to the organization as well as the employees. This study focus the factors determining training and development and how this is related with employee performance.

Review of Literature

Raja Abdul Ghafoor Khan et al (July 2011) Impact of Training and Development on Organizational Performance. Global Journal of Management and Business Research Volume 11 Issue 7 Version 1.0 July 2011. The focus of this study is to understand the affect of Training and Development, On the Job Training, Training Design and Delivery style on Organizational performance. Results show that Training

and Development, On the Job Training, Training Design and Delivery style have significant affect on Organizational Performance and all these have positively affect the Organizational Performance.

Dr . Amir Elnaga¹, Amen Imran(2013) The Effect of Training on Employee Performance. European Journal of Business and Management. ISSN 2222-1905 (Paper) ISSN 2222-2839. This conceptual paper aimed at studying the effect of training on employee performance and to provide suggestion as to how firm can improve its employee performance through effective training programs. The study in hand provides brief overview of the literature about training effectiveness and how it contributes in enhancing the employee performance and ultimately concludes along with recommendation to give directions for future research by applying different level of analysis on exploring the impact of training practices on employee performance.

Ms. Pallavi P. Kulkarni(April 2013) A Literature Review On Training & Development And Quality Of Work Life. Journal of Arts, Science & Commerce ■ E-ISSN 2229-4686 ■ ISSN 2231-4172. This paper focuses and analyses the literature findings on importance of training and development and its relation with the employees' quality of work life. Training implies constructive development in such organizational motives for optimum enhancement of quality of work life of the employees.

Maimuna Muhammad Nda&Dr. Rashad Yazdani Fard(Dec 2013) The impact of employee training and development on employee productivity. Global Journal of comcece& management perspective.G.J.C.M.P.,Vol.2(6):91-93 (December 2013) Issn: 2319-7285

This study presents a literature review on the significant of training and development on employee productivity. Training and development is an instrument that aid humancapital in exploring their dexterity. Therefore training and development is vital to the productivity of organization's Workforce.

Vinesh(2014) Role of Training & Development in an Organizational Development. International Journal of Management and International Business Studies. ISSN 2277-3177 Volume 4, Number 2 (2014), pp. 213-220. Training equipping employers to translate that information and knowledge into practice with a view to enhancing organization effectiveness and productivity, and the quality of a management of people. It should be considered along with education policies and systems which are crucial to the development of human resources.

Neelam Tahir et al (April 2014) The Impact of Training and Development on Employees Performance and Productivity A case study of United Bank Limited Peshawar City, KPK, Pakistan. International Journal of Academic Research in Business and Social Sciences April 2014, Vol. 4, No. 4. ISSN: 2222-6990. This paper main objective was to investigate whether training and development has impact on employees' performance and productivity. The goal was to see whether Training and Development has an impact on Employees Performance and Productivity.

Dr. Elizabeth Dwomo-Fokuo et al (May 2014) Training And Development: A Tool For Employee Performance In The District Assemblies In Ghana. International Journal of Education and Research Vol. 2 No. 5 May 2014. This paper attempts to rectify this position by considering training and development as a tool for employee performance in the district assemblies in Ghana. Finally, the study revealed that management and employees faced peculiar problems during training and development exercises. Management complained about funds whilst employees' expresses concern about the time allotted to various training and development programmes.

Sadaf Zahra(Sep 2014) Employee Training and Its Effect on Employees' Job Motivation and Commitment: Developing and Proposing a Conceptual Model. IOSR Journal of Business and Management (IOSR-JBM) e-ISSN: 2278-487X, p-ISSN: 2319-7668. Volume 16, Issue 9.Ver. I (Sep. 2014), PP 60-68. This article is based on the analysis of eight training models. The purpose of reviewing these models is to discuss the similarities, differences and lacking steps among these models so that researchers could make another new effective training model by including these missing steps.

Mthokozisi Mpfu, Clifford Kendrick Hlatywayo(Oct 2015) Training and development as a tool for improving basic service delivery; the case of a selected municipality. Journal of Economics, Finance and Administrative Science 20 (2015) 133–136. Municipal employees have come under fire for poor performance and conduct in their work as some engage in corruption and others are not qualified enough to discharge their duties to the required levels. The results shows that for effective employee training and development systems and processes to achieve improved employee performance thus improved provision of basic services to the communities.

AbebaMitiku Asfaw et al.(Dec 2015) The Impact of Training and Development on Employee Performance and Effectiveness: A Case Study of District Five Administration Office, Bole Sub-City, Addis

Ababa, Ethiopia. Journal of Human Resource and Sustainability Studies, 2015, 3, 188-202. The focus of this study was to determine the impact of training and development Training and development had positively correlated and claimed were considered during analysis.

OBJECTIVES OF THE STUDY

1. To know the impact of Training and Development on Employee Performance.
2. To study the relationship between Training and Development and Employee Performance.

HYPOTHESES OF THE STUDY

1. There is no significant difference among Training and Development on Employee Performance.
2. There is no significant relationship between Training and Development and Employee Performance.

INFLUENCE OF TRAINING AND DEVELOPMENT ON EMPLOYEE PERFORMANCE

After reviewing National and International literature the researcher identified the variables of impact of training and development are skill development, increased productivity, advanced technology, reduce labour turnover, high profit, satisfaction of employees, good pay and career opportunities to the employees. The subsequent verification of reliability of eight dimensions of training and development clearly revealed its nature of relationship as well as creative influence over training and development. Therefore, In this section the researcher intended to measure the influence of independent variables training and development on employee performance.

INFLUENCE OF SEX OF THE EMPLOYEES TOWARDS TRAINING AND DEVELOPMENT

The perceptual difference between sex of the employees towards training and development and employee performance is presented in the following anova table

Table - 1 ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	696.046	3	232.015	716.265	.000
F1 Within Groups	160.666	496	.324		
Total	856.712	499			
Between Groups	383.975	3	127.992	463.138	.000
F2 Within Groups	137.073	496	.276		
Total	521.048	499			
Between Groups	424.637	3	141.546	549.027	.000
F3 Within Groups	127.875	496	.258		
Total	552.512	499			
Between Groups	750.087	3	250.029	843.779	.000
F4 Within Groups	146.975	496	.296		
Total	897.062	499			
Between Groups	759.322	3	253.107	766.216	.000
F5 Within Groups	163.846	496	.330		
Total	923.168	499			
Between Groups	675.037	3	225.012	798.540	.000
F6 Within Groups	139.763	496	.282		
Total	814.800	499			
Between Groups	470.212	3	156.737	493.328	.000
F7 Within Groups	157.586	496	.318		
Total	627.798	499			
Between Groups	1181.381	3	393.794	831.013	.000
F8 Within Groups	235.041	496	.474		
Total	1416.422	499			

It was presented in the above table skill development (F=716.265, P=.000) increased productivity(F=463.138P=.000), Advanced technology (F=549.027, P=.000), labour turnover(F=843.779, P=.000), high profit(F=766.216, P=.000),satisfaction of employees(F=798.540, P=.000) good pay(F=493.328, P=.000), career opportunity(F=831.013, P=.000) are statistically significant at 5% level. This leads to the mean comparison of male and female employees working in the company.

It implied that male workers are motivated by career opportunities, increased productivity and female workers are implied by advanced technology, satisfaction of work and skill development.

INFLUENCE OF AGE OF THE EMPLOYEES TOWARDS TRAINING AND DEVELOPMENT

The perceptual difference between age of the employees towards training and development and employee performance is presented in the following a nova table

Table 2: ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	412.165	1	412.165	509.788	.000
F1 Within Groups	402.635	498	.809		
Total	814.800	499			
Between Groups	335.164	1	335.164	570.376	.000
F2 Within Groups	292.634	498	.588		
Total	627.798	499			
Between Groups	1226.011	1	1226.011	3206.499	.000
F3 Within Groups	190.411	498	.382		
Total	1416.422	499			
Between Groups	677.042	1	677.042	1192.896	.000
F4 Within Groups	282.646	498	.568		
Total	959.688	499			
Between Groups	532.208	1	532.208	966.594	.000
F5 Within Groups	274.200	498	.551		
Total	806.408	499			
Between Groups	496.165	1	496.165	1125.913	.000
F6 Within Groups	219.457	498	.441		
Total	715.622	499			
Between Groups	554.745	1	554.745	1151.415	.000
F7 Within Groups	239.933	498	.482		
Total	794.678	499			
Between Groups	431.133	1	431.133	1066.808	.000
F8 Within Groups	201.259	498	.404		
Total	632.392	499			

It was presented in the above table skill development (F=509.788, P=.000) increased productivity (F=570.376 P=.000), Advanced technology (F=3206.499, P=.000), labour turnover(F=1192.896, P=.000), high profit (F=966.594, P=.000),satisfaction of employees (F=1125.913, P=.000) good pay(F=1151.415, P=.000), career opportunity(F=1066.808, P=.000) are statistically significant at 5% level. This leads to the mean comparison of age employees working in the company.

It implied that the age group of 25-35 implied by career opportunities, skill development, the age group of 36-45 attracted by good pay, and the age group of 46-60 are involved in satisfaction of work and high productivity.

FINDINGS AND CONCLUSIONS

1. The impact of training and development are skill development, increased productivity, advanced technology, reduce labour turnover, high profit, satisfaction of employees, good pay and career opportunities to the employees.
2. The research finds that Male workers are motivated by career opportunities, increased productivity and female workers are implied by advanced technology, satisfaction of work and skill development.
3. The result shows that the age group of 25-35 implied by career opportunities, skill development, the age group of 36-45 attracted by good pay, and the age group of 46-60 are involved in satisfaction of work and high productivity.
4. There is a close relationship between training and development and employee performance.
5. The Proper training and development reflects the employee's achievement in their production, skill development and satisfaction of employee's as well as the management.
6. Finally, the research concludes that training and development used to employees to achieve the organizational goals efficiently.

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