

## **Study the Relationship between Effectiveness of Training Programs over Productivity of Employees and Benefits of It Organization**



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**ABSTRACT:** Due to the fierce competition in the market, companies are currently operating in a continuous learning mode. Organizations and individuals need to show the flexibility to learn continuously in order to survive and develop. This will further help the company to be the most successful.

The most important task of the association is to put the right people in the right places.

Otherwise, companies will continue to strive to survive the competition. Certain jobs can lead to difficult situations and significant losses for the enterprise. All organizations need well-trained employees to be able to carry out their activities effectively and efficiently. Supporting the development of skills, knowledge and abilities is an ongoing process of the organization. Education and training improve employee performance. The success of an organization depends on the performance of its employees. Therefore, there is no doubt about the importance of continuous education and training in relevant areas to meet the competitive strategy of the market. To meet the demands of such markets, there is always a need to ensure effective training, not the best, especially for the necessary survival. The main purpose of this paper is to conduct a comprehensive research and analysis of the training and development process of IT companies. This is a highly dynamic and competitive business world for individuals and organizations today and has a special reference for managers. Therefore, the sample consists of managerial IT employees. This white paper seeks to identify and identify the relationship between the effectiveness of training programs for employee productivity and the interests of IT organizations. The survey enrolled 120 employees from 4,444 IT companies after irrelevant and incomplete data was removed. This study needs to dynamically pursue and mandate education and training for all employees, and employers need to provide mandatory training programs to all employees to improve performance. It was suggested that there is.

**KEYWORDS:** Effectiveness, Productivity, Training & Development, Employees, Performance.

### **INTRODUCTION**

We are residing in a worldwide village. The global is turning into smaller and our enterprise is turning into large because the end result of globalization. In this regard the corporations should be aggressive to stand the demanding situations of the globalization. The aggressive benefits of the company rely upon the information and talents possessed through the personnel (Drucker, 1999). Training and improvement have come to be one of the essential capabilities in maximum corporations, due to the fact they result in excessive overall performance withinside the identical discipline and are essential a part of human useful resource department, it has a giant impact at the achievement of an corporation via enhancing worker overall performance (Mozael, 2015). There is giant effective courting exists among worker schooling and improvement and the worker overall performance (Naveed, 2014). Current corporations are dealing with considerable competition, constantly converting technological and enterprise environment. Globalization and ever-converting consumer wishes have brought up greater demanding situations on enterprise corporations. In order to fulfill those demanding situations, the industries are searching for to attain its centered earnings stage through making sure right schooling and improvement of personnel. Employees are maximum treasured asset for any agency as they are able to increase or smash recognition of agency and they are able to have an effect on profitability (Elnaga and Imran, 2013). Training is greater present-day orientated that target individuals' modern jobs, particular talents and competencies to right away carry out their jobs whilst improvement complements behaviors, attitudes and improves worker overall performance in an corporation. It is the procedure of growing the information and talents of a worker, for doing a selected job. Training is of an awful lot importance in reaching the targets of the corporation through preserving in view the hobby of personnel and corporation (Stone, 2002).

Development is a long-time period training procedure making use of a scientific and prepared method through which managerial employees examine conceptual and theoretical information for fashionable Noble International Journal of Business and Management Research 26 purpose. Training and improvement show to be a parameter for reinforcing the capacity of the team of workers for

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reaching the organizational targets. Training is visible as a beneficial manner of dealing with modifications fostered through technological innovation; marketplace competition, organizational structuring and most significantly it performs a key position to decorate worker overall performance. Thus, the goal of this have a look at is to reveal the effect of schooling and improvement on personnel" overall performance. Training and improvement have come to be one of the essential capabilities in maximum corporations, due to the fact they result in excessive overall performance withinside the identical discipline and are essential a part of human useful resource department, it has a giant impact at the achievement of an corporation via enhancing worker overall performance (Mozael, 2015).

The present corporations have to cope with schooling necessitates connected up with changing and developing internationalization of industry, numerous country wide factor of view and a numerous team of workers (Abdus, 2011). Training is of an awful lot importance in reaching the targets of the corporation through preserving in view the hobby of personnel and corporation (Stone, 2002).

### **LITERATURE REVIEW**

Literature review was conducted to get holistic understanding of the topic and following papers were reviewed for the study.

Discussed about the importance of training and its impact on job performance: While employee performance is one of the crucial measures emphasized by the top management, employees are more concerned about their own productivity and are increasingly aware of the accelerated obsolescence of knowledge and skills in their turbulent environment. As the literature suggests, by effectively training and developing employees, they will become more aligned for career growth—career potential enhances personal motivation. Positive training offered to employees may assist with reduction of anxiety or frustration, which most employees have experienced on more than one occasion during their employment careers. Cheng, E. W. L., Ho, D. C. K. (2001).

Employees who are committed to learning showed a higher level of job satisfaction that has a positive effect on their performance. Moreover, Locke defined job satisfaction as a pleasurable or positive emotional state resulting from a positive appraisal of the job or job experiences. The literature suggests that commitment results from adequate training and development for successful job completion and an increase in job performance. In addition, the larger the gap between the skills required to perform a task and the actual skills available for performing a task, the greater the lack of job satisfaction and the greater the increase in employee turnover within the organization. The resulting high turnover would predict the need for even more training that would then have a direct impact on the bottom line of any business. Tsai, P., Yen, C. Y., Huang, L., Huang, I. (2007).

Training and development are essential for all organizations to achieve their objectives. Many researches have been done in this area for understanding the importance of training and development. This fact is of no question that the most domineering apprehension for organizations is performance. The study found that training and development had positively correlated and claimed statistically significant relationship with employee performance and effectiveness. Abbas, Q. and Yaqoob, S. (2009).

There have been many studies conducted on this subject. HRM activities are considered as a gift in the eyes of employees and training is one of them. Training and development is an important activity to increase the performance of the employees. Without the training the organization cannot achieve the organization"s strategic goals, mission, and effectiveness. Employee training & development is one of the essential parts of human resources management with the identification of organizational need, technique and procedure at different industrial perspectives. Rajasekar, J. and Khan, S. A. (2013).

### **Employee Training**

Training is the learning process that is the indispensable part of human resource development. According to Abbas Z. (2014) training as an essential element to an employee for the development of the companies because some of the employees have lack of knowledge skills and competencies and failed to accomplish task on timely basis. Besides, Training is a learning activity directed towards the acquisition of specific knowledge and skills for the purpose of an occupation or task. The focus of training is the job or task for example, the need to have efficiency and safety in the operation of particular machines or equipment, or the need for an effective sales force to mention but a few (Cole, 2002).

According to Saleem et al. (2011) training is an organized increase from the know-how skills and sensations needed for staff members to execute efficiently in the offered process, as well as, to operate in underling situation. Furthermore, training also increases the abilities of employee"s very effective way by motivating them and converting them in to well organize and wellmannered, that ultimately affects the performance of organization.

However, Laing (2009) training is defined as an indicator to enhance superior skills, knowledge, capabilities and outlook of the employees that results in effective performance of the workers. Moreover, he adds one more thing, that is, training extends the production of the organization. In line with this is the believe that training is important mean to improve the employees" productivity which ultimately affects the organization performance and effectiveness (Singh and Mohanty, 2012). According to Nunvi (2006), training programs are directed towards maintaining and improving current job performance while development seeks to improve

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skills for future jobs. Besides Armstrong (1996), emphasized that training should be developed and practiced within the organization by appreciating learning of theories and approaches, if training is to be well understood.

Training is a type of activity which is planned, systematic and it results in enhanced level of skill, knowledge and competency that are necessary to perform work effectively Gordon (1992). On the other hand, development is a broad ongoing multi-faceted set of activities (training activities among them) aimed at bringing someone or an organization up to another threshold of performance, often to perform some job or a new role in the future (McNamara, 2008). While Singh and Mohanty (2012) explained in their research that training is an important tool for the purpose of enhancing the workforce performance and it'll ultimately increase the worth of an organization but organization ought to be balance amongst training worth and training disbursement. Besides, Chris (2011) employee training is essential for the organization to develop the performance of the employees and the organization should evaluate the training program as per the objectives and missions.

However, Singh and Mohanty (2012) believe that training is an important way to increase employee productivity and ultimately impact the performance and effectiveness of the organization. Training, on the other hand, needs to be discussed to cover the needs of employees' performance development and address their job descriptions. In addition to previous discussions, McConnell (2004) endorsed a partnership approach between workers and their companies in identifying training needs and involving workers in setting training goals. I am. In addition to Mehrdad et al. (2009) Behavioral or hands-on training (orientation, introductory training, training, internship and support time, job rotation and coaching) and cognitive or non-hands-on training (lectures, computer-based training, games and simulations, etc.)

### **Employee Development**

Employees are always seen as developing career advancement skills, which leads to employee motivation and loyalty. There is no doubt that well-trained and trained employees are a valuable asset to the company, thereby increasing the potential for efficiency and effectiveness in performing their tasks. Development, on the other hand, means learning opportunities aimed at helping employees grow. Development is primarily not capacity-oriented. Instead, it provides general knowledge and attitudes that will help higher-ranking employers. Development programs are considered specific frameworks that help employees develop their personal and professional skills, knowledge, attitudes, and behaviors, and as a result, improve their ability to perform specific tasks within the organization. increase. It provides knowledge of the business environment, management principles and techniques, relationships, specific industry analysis and more to help you run your business better. Human resource development has focused on providing the talent needed for the effective performance of an organization (Drucker, 1999).

In addition, Lawal (2006) stated that he would update the system of new technologies or skills related to work practice. On the other hand, the methods of human resource development by Adeniyi (1995) include research, job rotation, self-development, and self-evaluation. Nonetheless, Aswathappa (2000) also states that training and development capabilities are effective in the future and must overcome concerns about technology and traditional roles in order to generate all the expected benefits. Suggested. Development, on the other hand, focuses on building the knowledge and skills of members of the organization to prepare them for new responsibilities and challenges. (McKenna and Beech, 2002) Employee education and training, on the other hand, balances research with real-world corporate practices and background information on the basics of education and training (Noe, 2010). As a general rule, employee development includes not only career development, but also training and further education. This includes exchanging knowledge and experience.

### **OBJECTIVES OF THE STUDY**

The study investigated the impact of training and development on employee performance. This research work looks at training and development as an HRM practices and its effect on employee performance in the organization. Definitely, the aim of the study is to find out:

- Determine the factors impacting training and development of employee performance in IT industry
- Determine the impact of training and development on organizational productivity in IT industry
- Investigate the impact of training on employee satisfaction in IT industry.
- Aims to find out the need of employee training in organization in IT industry.

### **METHODOLOGY OF THE STUDY**

#### **Sample and Data Collection**

Questionnaire was distributed among the different employees in the organization and used to collect required information. The response rate was agreeable. Convenience sampling technique was used for this study. The data was gathered by using self-administered questionnaire and the participation was voluntary.

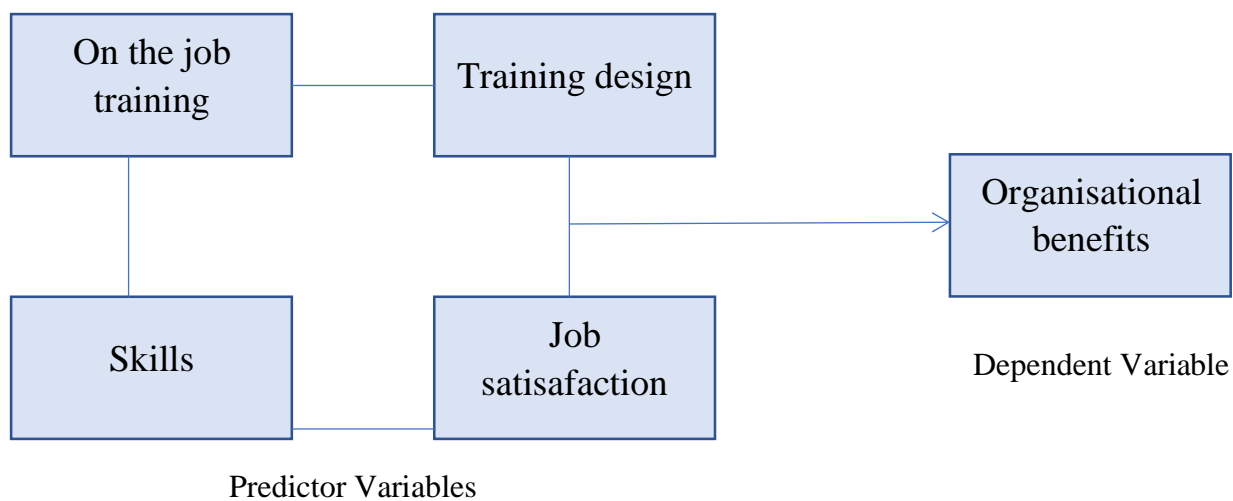
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## Measures and Scales

Variables were used in this study i.e. employee performance and job satisfaction, on the job training, training design, Skills, organizational benefits. Coorelation analysis was used to indentify the relationship between the variable. Regression analysis used to identify does variables have impact on a topic of interest. ANOVA test used to gain information about the relationship between the dependent and independent variables. Statistical significance is tested for by comparing the F-test statistic. one sample t-test used to determine if the null hypothesis should be rejected, given the sample data.

## Variables

On the job training- On the job training involves imparting training in the real work environment i.e. it believes in learning by doing.  
 Training design- Training design is developing new training and educational courses and lessons for existing employees.  
 Skills- Learning job skills is a large part of adjusting to a new work environment in many different industries.  
 Job satisfaction- Well-designed and prepared training activities in a training program will result in job satisfaction.  
 Organisational benefits- A well trained employee shows greater productivity and higher quality of work-output than an untrained employee.



## Hypothesis

H0: There is no significant relationship between on the job training, training design, skills, job satisfaction and organizational benefits.

H1: There is significant relationship between on the job training, training design, skills, job satisfaction and organizational benefits.

## DATA ANALYSIS

Collection of data was done with the help of questionnaire, which was circulated through random people from IT industry. Questionnaire was sent to 150 target audience out of which 130 replied.

Out of 130, 120 responses were relevant to study and considered for the analysis.

1. Correlation Analysis: Through this analysis, we analyzed whether motivation and employee performance are related in this research population or not.

**Table 1: Correlations**

		On the Job	Training Design	Job Satisfaction	Job Skills	Organisation Benefits
On the Job	Pearson Correlation	1	.849*	.860*	.876*	.889*
	Sig. (2 tailed)		0	0	0	0
	N	100	100	100	100	100
Training Design	Pearson Correlation	.849*	1	.839*	.850*	.865*
	Sig. (2 tailed)	0		0	0	0

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	N	100	100	100	100	100
Job Satisfaction	Pearson Correlation	0.860*	.839*	1	.851*	.848*
	Sig. (2 tailed)	0	0		0	0
	N	100	100	100	100	100
Job Skills	Pearson Correlation	.876*	.850*	0.851*	1	.888*
	Sig. (2 tailed)	0	0	0		0
	N	100	100	100	100	100
Organization Benefits	Pearson Correlation	.889*	.865*	.848*	.888*	1
	Sig. (2 tailed)	0	0	0	0	0
	N	100	100	100	100	100
* Correlation is significant at the 0.01 level (2 tailed).						

This shows the correlation value between on the job training – 0.889; job design – 0.863; satisfaction – 0.848; skills – 0.888 and organizational benefits indicates a strong (positive) linear relationship between the variables.

Since the value of  $p < .05$ , we conclude that the correlation is not 0 in the population and it is assumed to be near 0.

Regression Analysis - Overall model fit:

**Table 2: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.927*	0.86	0.854	0.39598
* Predictors: (Constant), on the job, Training design, Satisfaction, Skills				

R-Squared is a statistical measure of fit that indicates how much variation of a dependent variable is explained by the independent variable(s) in a regression model. This implies that R value is 0.927 which further indicates a good level of prediction of dependent variable from independent variables. R Square value is 0.860 which indicates 86.0% of correctness.

**Table 3: ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	91.686	4	22.921	146.179	0.00#
	Residual	14.896	95	0.157		
	Total	106.582	99			
Dependent variable: Organization Benefits						
# Predictors: (Constant), on the job, Training design, Satisfaction, Skills						

The F-ratio in the ANOVA table tests whether or not the overall regression model is a good fit for the data. The table shows that the independent variable statistically significantly predicts the dependent variable,  $F = 146.179$ , and the sig. Value i.e.  $p < .0005$  - therefore, the regression model is a good fit of the data. If calculated F value in a test is larger than F critical value, reject the null hypothesis. However, the statistic is only one measure of significance in an F Test. We should also consider the p value. The p value is determined by the F statistic and is the probability results could have happened by chance.

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**Table 4: Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	Constant	0.163	0.146		1.1113	0.29	0.128	0.454
	On the Job	0.31	0.09	0.321	3.761	0.01	0.132	0.488
	Training Design	0.228	0.082	0.233	2.798	0.06	0.066	0.39
	Job Satisfaction	0.103	0.085	0.103	1.206	0.31	0.066	0.272
	Job Skills	0.311	0.088	0.322	3.545	0.01	0.137	0.485
* Dependent variable: Organization Benefits								

In the above table, we can see that sig. Value is 0.000 i.e.  $p < 0.05$  which indicates that the coefficients are statistically significantly different to 0. And the independent variable – On the Job has the t-value i.e. 3761., which indicates that the organizational profit is mostly affected by On the job Training given to employees. A t-test is a type of inferential statistic used to determine if there is a significant difference between the means of two groups, which may be related in certain features.

## DISCUSSION AND FINDINGS OF THE STUDY

After the conducting of this survey we were able to find that training and development process is the basis of all training activities. Training needs are broadly identified at all levels of the organization and help develop and implement successful human capital training programs. Priority is given to "on-demand training" that directly affects employee efficiency and improves work efficiency. The training and additional education department considers employee annual assessment reports to determine further training needs. The survey found several findings, including the strong belief that training improves skills, knowledge, and abilities, and improves employee job satisfaction.

Basically, productivity gains depend on proper employee training. Training instruments usually provide employees with valuable information to efficiently perform current and future tasks. Also, keep in mind that at the end of each training program, the trainer's impression of the session is always recorded at recording points related to employee performance during the training period. Timely feedback from both trainers and trainees will help you develop an effective corrective action plan for future training programs. With proper planning, you can form a team of ambitious and dedicated employees to help your company build a foothold in the market and build a positive image. It's a never-ending journey, so the mission to improve should never end.

## RECOMMENDATION

Many organizations recognize the importance of the role of training and development programs in improving the efficiency, skills, and productivity of their people. To realize the benefits of training initiatives. Studies show that education and training have a significant impact on employee performance. All employees of the organization recognize that their training and further education are beneficial to their performance. More training programs need to be offered to employers to reduce the cost of recruiting and training new employees. On the other hand, after training, we encourage you to provide feedback so that employees are aware of areas where they can improve their performance. We still believe that there is scope to this study in order to cover all the areas of training and development.

## CONCLUSION

## Study the Relationship between Effectiveness of Training Programs over Productivity of Employees and Benefits of It Organization

The training and development process is the foundation for all training activities. Identification of needs of training is extensively done at all levels of organization which helps in further developing and implementing successful training programs for its Human Capital. Priority is given to 'need based training' which will have direct impact on the employees' efficiency and improve work effectiveness. The training and development domain takes into account the annual appraisal report of the employees for determining training needs. Training measures usually provide valuable inputs to the employees for execution of present as well as future roles efficiently.

Also to note, at the end of each training program the trainer's impressions about the session is always noted at a record place which gives an importance into the employee's performance during the training period. The timely feedback of both the trainers and trainees helps in taking effective corrective action plan for future training programs. Suitable plans can be framed to develop a team of highly motivated and committed work force so that the company can make inroads in markets and build a favorable image. The mission for improvement should never end as it is an endless journey.

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