

Training as an Effective Tool for Performance Improvement: A Theoretical Review

N. U. K. Sherwani and Shazia Nabi

Professor,
Department of Commerce and Business Studies,
Jamia Millia Islamia, New Delhi, INDIA.
Research Scholar,
Department of Commerce and Business Studies,
Jamia Millia Islamia, New Delhi, INDIA.
email: shazia_nabi786@yahoo.com.

(Received on: September 10, 2017)

ABSTRACT

Employees are the most important and valuable assets of an organization. Training is one of the essential factor which considers the success of organization. In the developing countries like India it is most challenging task to train and develop its people. It is very important to keep the employees updated and one step ahead in order to survive in this competitive market. Training is adequately required for smooth functioning of work and maintain the quality of work life of employees as well as organizational development. Training helps the employees to enhance their performance. It helps to improve their physical skills. If we talk about employees at managerial level, it is more concerned with improvement of behavior, attitude, knowledge and value in addition to some specific skills and this is called the development of employees. So it is very important to analyze the need of training and its benefits for the employees and for the organization as well. Therefore training and development are the essential aspects which needs to be taken into consideration and also to be studied. This paper basically focuses on the importance of training and literature review of various articles and books have been analyzed which have proved that training is an essential tool for improving the performance of employees and simultaneously helps them to develop. This study also provides measures for the successful implementation of the training programs.

Keywords: Training, Performance, Human Resource Management, Development.

INTRODUCTION

In the competitive environment of market the organizations always have to face new challenges and rules. They have to be fast and responsive which requires satisfying customer needs in terms of quality, variety, convenience, customization and timeliness. In order to meet these new standard the workforce required to be trained perfectly. It also requires those employees who have ability of solving the job related problems and those who works in teams cooperatively. In today's competitive environment the importance of training has increased where the jobs are complicated and change rapidly. Those companies who take training lightly, at the end are left with frustrated and less effective employees which may result in organizational loss in terms of profitability, quality product and services, talented and creative employees etc. So in order to survive in the competitive environment the companies must spend enough money and time to keep the employees abreast of their competitors. Training is an activity of teaching a particular act or skill or a kind of behavior. Training means teaching something and developing someone or oneself. Training aims at enhancing the performance and productivity of an individual. Training is that tool which put an employee in such a position that they can improve their job performance. In most of the organizations training and development have become a necessary function because it results in high performance in the related field and also it is essential part of human resource department which plays an important role in the development of human personnel. (Mozael, 2015). Training is basically a teaching learning activity which helps the employees to gain knowledge and skills and apply it for a particular job and organization. With the changing scenario of the market, the organizations have to face number of challenges. In such a case the pressure lies on the hands of management. Employees are the assets of an organization and by improving their skills the organizations can improve and get success.

All the employees do not have same working capabilities, they may differ from each other in respect of skills, behavior, attitude, knowledge and working capacity. All over the world the widely used practice to judge the performance of employees is performance assessment. In large organization performance appraisal system is widely used. However, now a days the organization have switched from traditional job based training to modern methods of training. The employees knowledge, skills and improved capabilities have proved a vital source of competitive advantage in a global market. (McKinlay, 2006). In order to perform effectively, the organizations must be having sufficient finance, materials, machinery and ideas related to products and services. There is only one important resource to utilize the other resources effectively which is human resource. Human resource is important for the organization and performance of the employees plays a major role on the success and failure of the organization. One of the important function of human resource development is to train the employees. (Sultana et al.). Training and development is a framework which helps the employees in their personal development and improvement of their professional skills and abilities. Training is useful in imparting the knowledge in the employees for various matters or issues in the organization and if these training programs are executed properly it can lead to

various benefits to the organization like more output, less wastage, contented and efficient employees, profitable organization etc. Training and development plays a key role in the success of the firm by ensuring that the employees are being provided the knowledge and skills that matches their job which is necessary to perform their task effectively. It is very important to choose the right kind of training program with the task required to do the job and also there is a need to update the same in the follow up of the updated HR practices (Vinesh, 2014).

LITERATURE REVIEW

Training Concept

According to Edwin B Flippo, "Training is the art of increasing knowledge and skills of an employee for doing a particular job".

The word training means the process of improving the skills, abilities and aptitudes of an employee to perform the specific jobs. Training is useful in updating the old skills and or knowledge and developing the new ones. Newly hired candidates needs to be trained well in order to do their job effectively. When the new employees are selected in an organization they are given specific training for which they have been selected. In some organizations the employees are given adequate training before they are placed in a real working place with the other employees. Learning is the major outcome of training. After attending training program the employees learn new skills and refine their knowledge. Training helps employees to do their job effectively and also it prepares them for a higher job positions.

Need for Training

R. A. Noe has mentioned various reasons for which training is needed which are as follows:-

- Training is required by the newly recruited employees so that they can do their tasks properly. Instructions, guidance and coaching helps the employees to handle their job effectively and without any wastage.
- Training prepares the employees for future job positions.
- In order to keep the old employees updated regarding the changing technology training is very much needed.
- Training is required whenever an employee is shifted from one job position to another job position.
- Training is useful in making the employees adaptable and compatible.
- Training is necessary to bridge a gap between employee knowledge and requirement of the job.
- Training helps an employee to gain acceptance from their peers.

Objectives of Training

The primary objective of training is to improve the performance of employees which in turns improves the company's performance. Basically the objectives of training can be summarizes as follows:-

1. Induction – The organizations provide induction training to the newly hired employees who are entering the organization in order to give them knowledge regarding the company's culture, its functioning, policies and rules of organizations and limits of behavior or designs of freedom.
2. Updating – One of the essential objective of training is to update the skills and knowledge of the employees by providing them refresher training.
3. Preparing – It also prepares the employees for future higher positions.
4. Improvement in Performance – Training assists the managers as well as their subordinates to improve their performance. Training brings improvement in a person's knowledge, skills and attitude and ultimately raises their ability to put in their best on the job.
5. Growth – Training also focuses in the development of developing the employees by improving their performance which ultimately helps them to handle higher levels of responsibility.
6. Organizational effectiveness – Training plays an important role in the development of an organization. This helps in strengthening the values, building teams, improvement in inter-group relations. It also assists in raising the quality of work life.

Methods of Training and Executive Development

There are various methods of training and executive development. Different organizations adopt different methods depending upon requirements of the job. These methods are as follows:-

- 1) Job Instruction Training (JIT) – JIT method is used to teach the workers how to do their current job. This method involves four steps which are preparation, presentation of material, performance try out and follow up.
- 2) Coaching – It is a process of learning by doing. In this method the supervisors give continuous feedback on the work of the employees. The supervisors explain things and clears their doubts if they ask any questions.
- 3) Mentoring – Mentoring is a method where technical, interpersonal and political skills are taught by the experienced person. A mentor can be any person who grooms another person, it can be a teacher, spouse, counsellor, developer of skills, guide etc. Mentoring aims at helping the employees to acquire psychological maturity and potency and get mingled with the organization.
- 4) Job Rotation – In this method trainees are moved from one job to another. This activity helps the trainees to understand working of various functional areas of their organization. This method also helps the employees to have better understanding of their own career and interests.
- 5) Apprenticeship Training – Apprenticeship is a formal training programme in which the trainer spend some time working with the trainees. This training is usually used for craft workers such as plumbers, carpenters etc.
- 6) Committee Assignments – This is one of the on the job method of training and development program. Here, the employees are given actual organizational problem to solve. The trainees work in a group and give solution to the problem.

Off the job methods – In off the job method the training is provided to the employees away from their job. Generally it is theoretical in nature and is imparted in classroom type atmosphere. Various off the job methods are:-

- 1) Vestibule training – In Vestibule training method the actual working conditions are simulated in a classroom and actual materials and equipment are used to teach trainees which are used at actual work place.
- 2) Lecture method – Some programs like orientation about the organization and safety training can be effectively accomplished in the classroom.
- 3) Conference – It is a group meeting which is planned and organized by the organization where the participated members develop their knowledge and understanding of a particular topic by oral presentation.
- 4) Seminar – It is similar to conference but the only difference is that seminar is organized at smaller scale as compared with conference.
- 5) Role playing – This method is used to develop human relations and leadership training. The purpose of role playing is to improve the trainees skills in dealing with others.

Evaluation of Training Effectiveness

Training program becomes successful only when it is properly planned, successfully implemented and systematically evaluated. Following are the steps of a systematic approach of training:-

- 1) Training Need Assessment – In this step training needs are determined and training objectives are identified.
- 2) Implementation – This is the second step which involves selection of training methods and conducting the training program.
- 3) Evaluation – This step involves comparing the outcome of training against the set criteria. Evaluation helps in monitoring and modifying the training programs of an organization.

Various researchers have been done on training and development and different authors have provided a number of findings, conclusions and suggestions based on their studies. Some of the findings shared by authors are as follows:-

Rajib Lochan Dhar (2015) have made a study on training employees and their quality of services. The author have selected 494 employees of small and medium sized tourist hotels in Uttarakhand. After analyzing the impact of training on the services provided it has been revealed that training have improved the quality of services offered by the employees to its customers. **Amir & Amen (2013)** have studied the effect of training on employee performance. This study is qualitative in nature. The authors have analyzed various theoretical framework and models of employee development in different research papers. After analyzing various studies the authors have made conclusion that training proves to be beneficial for employees. It improves their performance. The authors further stated that the training program, if implemented properly, bridges the gap between what the employees know and what is required by the organization. **Abdiaziz and Abdul Kadir (2016)** have studied the impact of training and development on the performance of employees at United Bottling Company in

Mogadishu – Somalia. Data was collected from 63 respondents through questionnaire. The findings of the study revealed that lack of resources and improper working conditions affects the employees training and development. **Saba Habib (2015)** In this study the importance of training and development on employee performance and productivity have been studied. The study is quantitative in nature. Data is collected through questionnaire from the employees of Bahria town of Pakistan. Data was analyzed on SPSS 16.0 using regression technique. The result of the study revealed that there is a strong relationship between training and development and performance and productivity of the employees. **Naveed Ahmed (2014)** The main objective of the study is to determine the impact of training and development on employees performance. For this study 100 questionnaires was distributed among the employees of 11 banks of northern Punjab. This study is purely empirical in nature. After applying certain statistical tools, the results revealed that there is a strong relationship between training and development and employee performance. The performance of the employees improves after getting training. **Franklin Dang Kum (2014)** have studied the impact of training and development on performance of employees at ESCON. This study is quantitative in nature. Respondents of this study was selected by using random sampling. Data was collected through questionnaire. After analyzing data it was revealed that training improves the performance of employees only if it is provided at the suitable working conditions. The author further stated that lack of resources is also one of the important factor which affects training and development of employees. **Adeniji et al. (2012)** the aim of this study is to examine the training programs in the River State University of port-Harcourt in Nigeria. The study was conducted on the library staff of universities. Tools used for data collection was questionnaire. After making analysis of data it was concluded that the success or failure of any training program mostly depends upon the education and skills of the employees which they require from the training programs. **Al-Awawdeh (2011)** the objective of this study is to analyze the relationship between training strategy and performance of staff. Sample size of 120 employees were selected at Al- Bayt University. Simple regression method was used to analyze independent variables i.e. training system, training and obstruction in SPSS. The results revealed that all independent variables are statistically significant on the performance of employees. The study also revealed that scientific methods should be used to determine the workers training needs in Al-Bayt University. **Afshan Sultana (2012)** this study aims to determine the impact of training practices on the performance of employees. This study was conducted at Telecommunication sector in Pakistan. Data is collected through questionnaire. Sample size is 360 employees which were selected randomly from 5 telecommunication companies. After using various statistical tools the results showed that if investment is made in right kind of employee training it can help in improving the performance of employees and also enhance their competencies and skills. **Maaly Mehleh et al. (2015)** the focus of this study is to determine the attitudes of administrative employees for the training courses provided and examine the impact of training on them. This study is carried out at Yarmouk University in Jordan. The sample for the study includes the employees of Malaysian Small and Medium Enterprise (SME). Data is collected through questionnaire. The authors have applied certain

statistical tools for the analysis of data. The results of this study have shown that there is a positive attitude of employees regarding the identification of training needs. It was also revealed that there is a positive and significant relationship between training and performance of employees. **Neelam Tahir (2014)** have studied what impact does employees have on the performance of employees. 80 questionnaires were distributed and collected to fetch out the data. Reliability of each question was checked through cronbach alpha. Certain statistical tools was also applied to analyze the data. The results of the study revealed that significant positive relationship between training and employee performance. **Abeba Mitiku Asfaw (2015)** this study is carried out to examine the impact of training and development on the employees performance and effectiveness and it is carried out at District Five Administration office, Addis Ababa, Ethiopia. Data was collected from 100 employees using questionnaire. Sample from the population was selected using systematic random sampling technique. After making analysis of data it was found that training and development positively correlates and is statistically significant with the performance and effectiveness of employees. **Azara Shaheen (2013)** the purpose of this study is to analyze the importance of training for school teachers. Data is collected through questionnaire using 220 respondent teachers. The sample was chosen among various school teachers of district Kotli AJ&K. SPSS was used to analyze data. After applying certain statistical tools it was found that there is a positive and significant relationship between training and performance of employees which ultimately improves the organizational performance. **Diamantidis and Chatzoglou (2014)** the authors have examined the effect of training on firms through integrated research model. The model's validity is tested by applying the structural equation modelling approach to data. 126 employees were taken as sample in various programs. The result of the study revealed that there is a better impact of training program on the trainees self-efficacy and post training behavior. **Muhammed Imran (2015)** the objective of this study is to analyze the training practices in banking sector and its impact on the performance of employees. This study was conducted on the employees of banking sector in Pakistan. Data was collected from 150 employees through questionnaire. Analysis of data has been done on SPSS by using applications of frequency tests and bar charts. The authors concluded that training and development makes positive impact on employees performance in the banking sector of Pakistan. Raza (2014) the focus of this study is to determine the relationship between the strategies of training and development and its impact on organizational performance. Data is collected from 200 respondents through questionnaire. Analysis is done by using regression method. After analyzing the data the author have revealed that most of the employees are satisfied with the training and development strategies and these strategies helps in improving the performance of employees.

CONCLUSION

Most of the researches have proved that training is a strong tool to improve the performance of an individual. Employees finds the training program helpful for improving their performance. Training program becomes effective only when the employees learn something out of it. The companies should take the training program as an investment which

provides long term beneficial returns to it in terms of increased productivity, efficient employees, maximum output, minimum wastage etc. The companies should spend enough time and money for training their employees in order to keep them updated with the latest technology, changing rules and regulations and other environmental changes of business. When a training program is created keeping in view the current conditions, then with half the efforts only, it will give twice the results. In the changing scenario of society, one can't remain unchanged in order to face these challenges ahead. Therefore, training program is very essential. Some employers don't give priority to training system because they think that employees will learn automatically and get experience with the passage of time. But it takes a long time to get the experience and learn things automatically and in this competitive world, nobody will wait to get the employees perfect and efficient in their work.

So, it is necessary to train the employees. Also with the training program, providing them information regarding career planning and setting up a sound system of promotion will help in the proper development of human resource in an organization. It is also concluded from the studies that training program must match with the requirement of job. In some organizations the training program does not get successful and employees fail to learn properly. It is because some organizations make plans of training program and implement it for employees without analyzing the objectives and purposes properly and also without identifying that whether at the end of the training session the employees would be able to get proper knowledge and skills or not. This results in failure of employees to attain the desired level of performance on job. So, an organization must plan the training programs which should have clear goals and objectives and also it should keep in mind the individual as well as organizational needs.

Training plays a vital role in building up competencies of new and old employees which helps them to do their job effectively. Training plays a key role in preparing employees for future higher positions. It helps to eliminate job related deficiencies.

REFERENCES

1. Quarterly, M. (2006). An executive take on the top business trends, a McKinsey Global Survey. *The McKinsey Quarterly*.
2. Sultana, A., Irum, S., Ahmed, K., & Mehmood, N. (2012). Impact of training on employee performance: A study of telecommunication sector in Pakistan. *Interdisciplinary Journal of contemporary research in business*, 4(6), 646-661.
3. Mozael, B. M. (2015). Impact of training and development programs on employee performance. *International Journal of Scientific and Research Publications*, 5(11), 37-42.
4. Vinesh, A. (2014). Role of training & development in an organizational development. *International Journal of Management and International Business Studies*, 4(2), 213-220.
5. Aswathappa, K. E. M. A. L. (2005). *Human resource and personnel management*. Tata McGraw-Hill Education.
6. Rao, V. S. P. (2007). *Human resources management: text and cases*. Excel Books.
7. Noe, R. A. (2002). *Employee training and development*.

8. Armstrong, M. (1996). *A handbook of personnel management practice*. Kogan Page.
9. Dhar, R. L. (2015). Service quality and the training of employees: The mediating role of organizational commitment. *Tourism Management*, 46, 419-430.
10. Elnaga, A., & Imran, A. (2013). The effect of training on employee performance. *European Journal of Business and Management*, 5(4), 137-147.
11. Asfaw, A. M., Argaw, M. D., & Bayissa, L. (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*, 3(04), 188.
12. Sultana, A., Irum, S., Ahmed, K., & Mehmood, N. (2012). Impact of training on employee performance: A study of telecommunication sector in Pakistan. *Interdisciplinary Journal of contemporary research in business*, 4(6), 646-661.
13. Shaheen, A., Naqvi, S. M. H., & Khan, M. A. (2013). Employees training and organizational performance: Mediation by employees performance. *Interdisciplinary journal of contemporary research in business*, 5(4), 490-503.
14. Karodia, A. M., Cowden, R., & Kum, F. D. (2014). The impact of training and development on employee performance: A case study of ESCON Consulting. *Singaporean Journal of Business, Economics and Management Studies*, 3(3), 72-105.
15. Mozael, B. M. (2015). Impact of training and development programs on employee performance. *International Journal of Scientific and Research Publications*, 5(11), 37-42.
16. Imran, M., & Tanveer, A. (2015). Impact of Training & Development on Employees' performance in Banks of Pakistan. *European Journal of Training and Development Studies*, 3(1), 22-44.
17. Iqbal, N., Ahmad, N., Haider, Z., Hamad, N., & Mir, M. S. (2014). Impact of Training and Development on the Employee Performance: A Case Study from Different Banking Sectors of North Punjab. *Nigerian Chapter of Arabian Journal of Business and Management Review*, 2(4), 19-24.
18. Tahir, N., Yousafzai, I. K., Jan, S., & Hashim, M. (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*, 4(4), 86.
19. Raza, H. (2014). Training and development impact on organizational performance: empirical evidence from oil and gas sector of Pakistan. *IOSR Journal of Business and Management (IOSR-JBM)*, 16(1), 67-72.
20. Habib, S., Zahra, F., & Mushtaq, H. (2015). Impact of Training and Development On Employees' Performance And Productivity: A Case Study Of Pakistan. *European Journal of Business and Social Sciences*, 4(08), 326-330.
21. Dhar, R. L. (2015). Service quality and the training of employees: The mediating role of organizational commitment. *Tourism Management*, 46, 419-430.
22. Adeniji, M. A., Babalola, G. A., & Adeniji, M. A. (2012). Workers training programmes in two university libraries in Nigeria.

23. Diamantidis, A. D., & Chatzoglou, P. D. (2014). Employee post-training behaviour and performance: evaluating the results of the training process. *International Journal of Training and Development*, 18(3), 149-170.
24. Al-Mzary, M. M. M., Al-rifai, A. D., & Al-Momany, M. O. E. (2015). Training and Its Impact on the Performance of Employees at Jordanian Universities from the Perspective of Employees: The Case of Yarmouk University. *Journal of Education and Practice*, 6(32), 128-140.