



IMPACT OF TRAINING AND DEVELOPMENT NEEDS ON OVERALL PERFORMANCE OF THE ORGANISATION AT MANAGERIAL LEVEL

Shilpa S Hiregoudar, Assistant Professor Sharnbasva University, Faculty of Business Studies Exclusively for Women, Department of MBA, KALABURAGI, 9741210349, shilpahiregoudar@yahoo.com

Dr. Rekha N Patil, Dr Rekha N Patil Assistant Professor VTU RRC Kalaburagi, ,Karnataka, India
rekhapatil_mba@Yahoo.Co.In

Abstract— Employees are the major resource of the organization. Every organization needs well trained employees to perform the work effectively and efficiently. It is the continues process for the organization to help the employees (managers) to improve the skills, knowledge and abilities. Training and development improves for the better performance of the employees. The success of the organization depends on the employee performance. Training and development plays an important role for the competent and challenging of the business. The purpose of the study is to find out the impact of training and development needs on overall performance of the organization at managerial level. The study suggest that employees (managers) are aware of training and development program which helps in motivating the employees(managers) which results in better performance of the organization. The study also suggests that training and development program has to be given for all the staff for the improvement of the performance. The study has decided that there must be a continuous training and development program for the customer satisfaction.

KEY WORDS: TRAINING, DEVELOPMENT, PERFORMANCE, MOTIVATION, RESOURCES

I. INTRODUCTION

Training and development function is concerned with organizational activity aimed at bettering the job performance of the managers. Training and development can be described as “an educational process which is concerned with shaping of skills, knowledge, attitude in enhancing with performance of the employees”. Many IT Industries spend huge sums on training and development programmes. Most of the organization does not feel the importance of giving training to rest of the employees. It is the duty of the organisation to provide necessary training facilities to all employees to carry out their work effectively and efficiently.

The objectives of the training programme must be clearly defined and communicated. The training policy of the organisation must indicate how the training will be carried out, who will be responsible for bearing the cost of the training programme. The factor of training policy is to be considered on the basis of selection of trainees. The trainees should be selected on the basis of match between the needs of the candidates and the contents of the training programme. The training policy must state the criteria for selection, such as seniority, ability, qualification, potential, need etc.

Objectives of the study

The study investigates the impact of training and development needs on overall performance of the organisation at managerial level. This research work focuses on training and development practices and its effect on employee performance in the organisation.

1. To study the factors affecting training and development of manager performance.
2. To study the impact of training and development programme on organizational productivity.

Scope of the study

The study is meant to identify the impact of training and development needs on overall performance of the organisation at managerial level.

II. METHODOLOGY

Primary data and secondary data is used for the collection of information. Primary data is collected through questionnaire method, interview method and face to face interaction with the employees(managers). And the secondary data is collected through journals, articles, books and website.

Literature Review

Training and development is very essential for all organisations to achieve their goals and objectives. Many researchers have been done to understand the importance of training and development.

According to Abbas Q and Yaqoob (2009) the study found that training and development had a positively correlated and claimed statistically significant relationship with employee performance and productivity. According to Iftikhar and Sirajud (2009) training and development play an important role in increasing the performance of the employees.

According to Rajasekar and khan (2013) focused and analysed that employee training and development is one of the important parts of human resources management with the identification of organizational need, technique and procedure at different industrial perspective.

Methodology of the study

Sample and Data Collection

6 questionnaires were distributed among different employees of managers in the organisation. 6 questionnaires were completed information required. The response rate was agreeable; convince sampling technique was used for the study. The data was gathered by using self-administered questionnaire and the participation was voluntary.

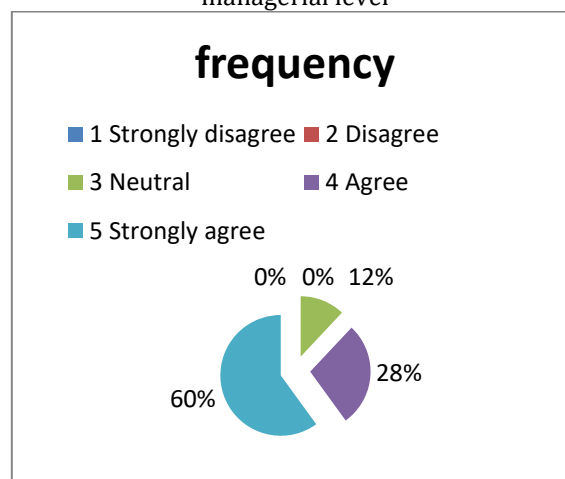
Measures and scales

The variables used for the study are training and development, employee performance and job satisfaction. All the variables were measured using a 5- point liker scale in which 5 represented strongly agree to 1 which is strongly disagree.

III. ANALYSIS AND RESULT

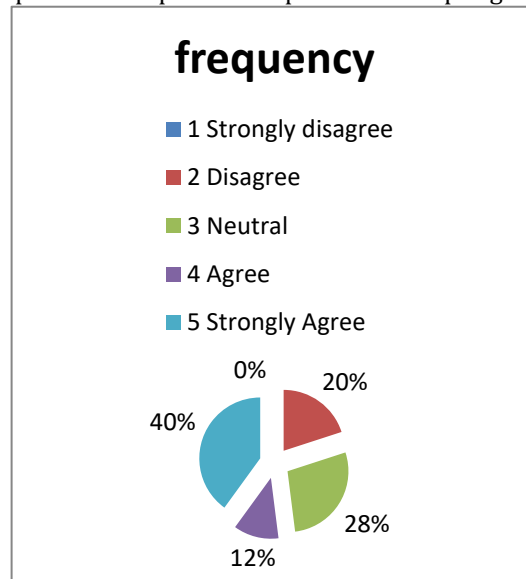
The main purpose of the study is to evaluate the impact of training and development needs on overall performance of the organisation at managerial level. Here the data has been collected on the sampled respondents on the impact of training and development on employee performance, motivation and job satisfaction of the organisation. The findings of this research have been carried out on the responses of training and development and its challenges on employee performance, motivation, retention and morale. A total number of twenty five (25) employees (managers) were selected to provide answers to the structured questionnaire. Analysis of survey data is given below.

Fig1.organisation provided enough training and development program to achieve your performance at managerial level



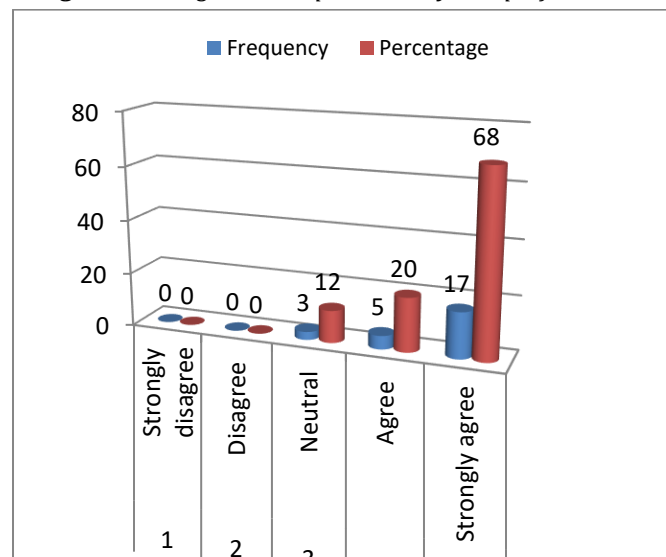
From the above fig it is said that out of 25 respondents 60% of the managers strongly agreed that they can improve their performance after getting training 28% of the managers are agreed with the content and 12% remain neutral for the training provided with the organisation

Fig 2. Training and development has a positive impact to develop organisation at managerial level.



From the above chart it is said that 40% of the managers strongly agreed that there is a positive impact on training and development, 12% of them are agreed with the content, 28% of the managers has no opinion remain neutral about training and development program. 20% of the managers disagree with the statement.

Fig 3. Training enhance productivity and performance.



From the above analysis it is stated that 68% of the respondents strongly agreed with the statement, 20% are just agreed with the statement and 12% of them has not given any opinion for the content

Table 4. Training programme is compulsory for the managers for better performance and productivity

Sl.no	Particulars	Frequency	Percentage
1	Strongly disagree	0	0
2	Disagree	2	8
3	Neutral	3	12
4	Agree	6	24
5	Strongly agree	14	56
6	Total	25	100%

From the above table it is stated that 56% of the managers strongly agreed that training program is compulsory for the managers for the better performance and productivity. 24% were just agreed with the statement, 12% of them has no opinion about the statement, 8% were disagree with the statement.

Table 5. Type of training programme given by the organisation that directly impact on performance of the manager

Sl.no	Particulars	Frequency	Percentage
1	On-the job	15	60
2	Off-the job	8	32
3	External training	0	0
4	Refresher	1	4
5	Mentoring	1	4
6	Total	25	100%

From the above table it says that 60% of the managers expressed that on-the job directly impact on the performance of the managers.32% of the managers believed that off-the job directly impact on the performance. So we can say that training has a positive impact on the performance.

Table 6. Frequency of training and development programme managers receive from the organisation to improve performance and productivity

Sl.no	Particulars	Frequency	Percentage
1	Quarterly	12	48
2	Twice in a year	8	32
3	Once in a year	5	20
4	Rearly	0	0
5	None	0	0
6	Total	25	100%

From the above table it says that among 25 employees 48% of the manager's believed that quarterly training program improve the performance and productivity, 32% believed twice in a year improve the performance. On the other hand 20% believes once in a year a training program improves the performance and productivity. Here majority of the percent believed with the statement.

IV. DISCUSSION AND FINDINGS OF THE STUDY

Training is one of the important factors for motivating the employees which can lead to many benefits for both individual managers and the organisation that helps to achieve the objectives of the organisation.

This study investigated the impact of training and development needs on the manager's performance. The objective is to evaluate and analyze the impact of training and development of employee's performance. The study has revealed some findings like managers strongly believe that training directly effect on the performance and productivity which purely depends on proper structured training program to the managers.

V. CONCLUSION

Training and development play an important role in human resource management. It is important for an organisation to identify skilled and capable managers for better performance. Training and development would provide an opportunity for the managers to make a better career life and get better position in the organisation. Therefore the purpose of this study is to analyze the impact the impact of training and development needs on overall performance at managerial level.

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