

Impact of Training & Development Programmes on Employee's Performance under Human Resources Development Activities

Abstract

Under Human Resources Development Activities there are so many tools like Recruitment & Selection Process, Performance Appraisal Programmes, Training and Development Programmes, Employees Welfare & Motivation Programmes, but this paper is basically focused on the impact of Training & Development Program for the employees in the organization. To improve overall Organizational effectiveness and productivity, to ensure competitive edge, to compete in liberalized and open market scenario. These changes necessitate the need of Training and Development of personnel in the Organization. Few companies are grooming very well in their field because these companies are following the Training & Development Program in superlative manner and these companies are growing up with their Organizational Culture, Employee Morale, Technology Advancement, and Increase Productivity, Up Gradation of Quality and Personal Growth of Employees also.

Keywords: Training & Development, Human Resource, Human Resource Development, Employee's Performance, HRD, Performance Appraisal.

Introduction

Under HRD Activities the Training play a vital role to enhance the skill of employees so that they can give their best to their work and they can develop themselves for the future and besides this the training always make a way through which organization can also achieve its goal and as we all know very well that once the training program has been designed, it needs to be implemented because without Implementation no impact will be created in the Organization. In many Organization, most managers are action-oriented and frequently say that they are too busy to engage in training efforts. Secondly, the availability of trainers is a problem.

As we know that there are so many tools in HRD Activities so it is very difficult that how to schedule training without disrupting the regular work ? and there is also the problem of record keeping about the performance of a trainee during his or her training period.

If we will notify the causes by which the Training & Development programs could not follow up in the Organization, we must make solution for such cases so that the impact of Training & Development programs will be strongly affected the overall growth for employees, employer & for the society also so that we could measure the impact of the Training & Development programmes among all the tools of HRD Activities.

The main Example to show that our Organization has reached at very high level in corporate world and the society through Training & Development Program. An Example of Infosys company as discussed below :

American Society for Training & Development (ASTD) honored Infosys with the Excellence in Practice Award 2003 for its exemplary practice - Global Business Foundation School. The award, which recognizes training practices aligned to Organizational goals, is a testimony of Infosys' commitment to providing added value to its clients through High quality and trained workforce. Infosys Technologies Ltd (NASDAQ: INFY) said "The spirit of liability among our people and an organizational commitment to continuous personal and Professional development keeps Infosys at the forefront of the fast-changing industry.



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Our framework for Continuous learning at Infosys is built around a number of focused programs for our employees. These Range from major initiatives such as the Infosys Leadership Institute of various ongoing management Development and personal improvement programs. These complement a host of technology advancement and Ongoing training options,” said Kris Gopalakrishnan, Deputy Managing Director and Chief Operating Officer, Infosys Technologies Ltd. Infosys had won the first annual ASTD BEST Awards 2002.

Objective of the Study

The main objective of this paper is to examine the level of enhancement of the Impact of Training & Development on Employee’s Performance in Organization under HRD Activities. Because without knowing the main reasons for failure of these programs we cannot make some initiative step to increase the level of impactful Training & Development programs for which we must arrange the method to provide an environment which will be beneficial & profitable for the employees & employer as well as for the society also. By a single step we will try to find out all interrelated causes and effects of training and development in a chronicle systematic, scientific and objective manner.

Methodology

This study of this paper was done by using the combination is based on a survey by a different set of questionnaire/ primary data. Sample

survey/Data was large and representative. Data was collected by personally or by email. Data analyses were objective, scientific and quantitative in nature.

Here I used both primary as well as secondary data. Primary data through personal interviews, Questionnaires, Observation . I collected the data from personal interview with the HR Manager of the company. This data becomes secondary data in the hands of the others. Hence secondary data are like journals, government & non-government publications, few annual reports of the company, international publications, etc. In the view of the objectives, this paper is based on both the primary and secondary data.

Analysis

To look out the changes occurs on New Employee’s Performance after Training that our Training Programmes are working in a manner so that we can achieve the Goal Of Oraginsation or still we are lacking so there is an Example of Parameter for measurement through which we can measure the impact of Employee’s performance that which types of differences & up to which level a difference occurs on New Employee’s performance after Training, that we want to cut the cost and want to improve the quality so after providing the Training did we really got improved Quality and is there really cut of cost without compromising with the Quality, as an Example of parameter to measure the impact of Training & Development programme discussed below.

Results Example – New Employee Orientation

Measurement Category: Time	Baseline Measure	Projected Target	Actual Result (After Training And Development Effort)
Average New Employee Orientation time (from general company introduction through basic, On-the-job training)	30 working days	20 days	15 days
The time required for new employees to be performed at 90 percent efficiency	60 days	30 days	25 days
Average time spent by Benefits Specialists answering basic policy questions—after New Employee Orientation	500 hours per year	100 hours	75 hours
MEASUREMENT CATEGORY: OUTPUT	BASELINE	TARGET	ACTUAL
4. Number of new employees going through New Employee Orientation per month	25	50	45
5. A number of partnerships established to support New Employee Orientation process	0	10	9
New Employee Orientation feedback sessions per year	0	12	4
MEASUREMENT CATEGORY: QUALITY	BASELINE	TARGET	ACTUAL
7. Customer satisfaction with New Employee Orientation—as reported back by new employees	5 out of 10	9.5 out of 10	9 out of 10
Customer satisfaction with New Employee Orientation—as reported back through Business Unit Management	3 out of 10	9 out of 10	9 out of 10
The degree to which the New Employee Orientation process addresses basic benefit questions—as validated by the Benefits Specialist Group	20%	90%	80%
MEASUREMENT CATEGORY: COST	BASELINE	TARGET	ACTUAL
New Employee Orientation cost per new employee	\$1,200	\$200	\$335
11. Average monthly costs of a New Employee Orientation	\$30,000	\$10,000	\$15,000
12. Operating budget variance per New Employee Orientation program	20% over	5% over	7% over

Through this parameter ASTD measured the impact of Training & Development and Infosys had won the first annual ASTD BEST Awards 2002. The ASTD BEST award recognizes organizations that demonstrate enterprise-wide success as a result of employee learning and development.

Finding

So many studies have been done to know the impact of Training & Development Program & to know the causes of failure of this progress in Organization to enhance the quality of Training & Development programs because it is the only programme through which we can make our employee more effective than other programme whether he/she is new employee or existing employee because other programme like performance appraisal is only for existing employee not for new employee and the efficiency and productivity of workers working in an organization not only depends upon the skills they possess or working environment, they are working in, but also depend upon the policy and culture of the company and we all know that all the policies are made for Human Resource Development.

Systematic analysis of facts with visualization provides the positive and negative aspects for Training & Development programs. In the present global scenario in India has a vision of a developed country by 2020, but the organization still has some old issues (as we had at the time of old economic policies).

But still we are far from our vision. For Training there must be an important factor which is a Continuous Learning, & it is the need of organization in a changing world. Providing training & development of the employees according to the demand of the job to enhance the productivity of human resources. So in this paper we tried to know the efficiency of Worker in Organization after the Training & Development Program and how it can create a culture of learning, which is only in this programme.

Conclusion

In the millennium when the corporate world is designing newer techniques for developing employees and retaining them, so there is no way behind that and the organizational structure is such that people work hand in hand to align the organizational goals with the individual's goals. As we know, in today's global scenario the employees are

the most important assets for any organization. In order to cope up with the changing market conditions, development of technology, rising expectations of employees & introduction of new management systems, it is essential to increase emphasis on training & development.

To match the employee specifications with the Job requirements and organizational Needs: Management finds deviations between employee's present specifications and the job requirements and organizational needs.

So we must design the programs of Training & Development so that all employees can take keen interest in the programs and can follow up the programs after obtain it. Because without follow up the programme, the main objective of programs will be fail and after follow up we can see the huge development & growth in employees & in the Organization which will be very helpful for our developing country INDIA, so we focused on the tool, named Training & Development programme among all the tools of HRD activities.

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