



**THE IMPACT OF TRAINING AND DEVELOPMENT ON EMPLOYEES
PERFORMANCE AND PRODUCTIVITY: A CASE STUDY OF OCL INDIA LTD**

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Abstract

In this competitive world, training plays an important role in the competent and challenging format of business. Training is the nerve that synthesized the smooth functioning of the organization and enhancing the quality of work life of the employees. Development is a process that leads to qualitative as well as quantitative advancements in the organization, especially at the managerial level, it is less considered with physical skills and is more concerned with knowledge, values, attitudes and behavior in addition to specific skills. The purpose of this paper is to measure the impact of training and development on employee's performance and productivity. This paper is quantitative in nature. Data for the paper have been collected through primary source that are from questionnaires surveys of Odisha Cement Limited, Odisha. The study result implies that there is a positive impact of training and development in the improvement of productivity and employee's performance of OCL.

Introduction

Organizations run on long term basis also termed as 'external basis' adapting with changing conditions. Hence, they need human resources inter alia at present and future. The process of human resource management (HRM) starts with planning, for how many and what kind of people will be needed at different points of time in the organization. Therefore, once employees have been recruited and selected, the next step involved in the HRM process is to transform them to meet the future requirements of the organization. Such transformation of employees is done by means of training and development.

As jobs have become more complex, the importance of training has increased. When jobs were simple, easy to learn, and influenced to only small degree by technological changes, there was little needs for employees to upgrade and alter their skills. But the rapid changes taking place during the last quarter-century in our highly sophisticated and complex society have created increase pressured for organization to readapt the products and services produced, the manager in which products and services are produced and offered, the types of skills necessary to complete their jobs required, and the types of skills necessary to complete their jobs.

Traditional and modern approach of training and development

Traditional approach: Most of the organization before never used to believe in training, they were bolding the traditional view that managers are born and not made. There were also some views that training is a very costly affair of worth. Organization used to believe more in executive pitching but now the scene area seems to be changing.

Modern approach: The modern approach of training and development is that Indian organizations have realized the importance of corporate training. Training is now considered as a most important tool which increases the overall growth of the organization. The training system seems to be changed to create a smarter workforce and yield the best results.

Need for training and development in the current scenario:

Training is the act of improving one's knowledge and skill to improve his/her job performance. Training is job-oriented. It bridges the gap between what the employees has and what he job demands. For that matter, imparting training to employees working in all organized sectors of human activity is no longer a matter of debate. As a matter of fact, of late, the need for training has been recognized as an essential activity not only in the business organizations, but also in academic institutions, professional bodies and the government departments. For example, attending one orientation and two refresher courses has been made compulsory for the University/College teachers with an objective to improve their knowledge and skill for improving their job (teaching) performance. Several conditions have contributed to make the organizations realize the need for imparting training to their employees. Venkata Ratnam and Srivastava have listed these conditions as follows:

- Sub-optimal performance of organizations in government, public and private sectors.
- The ever widening gap between planning, implementation and completion of projects.
- Technological change necessitating acquisition of new knowledge, ability and skills.

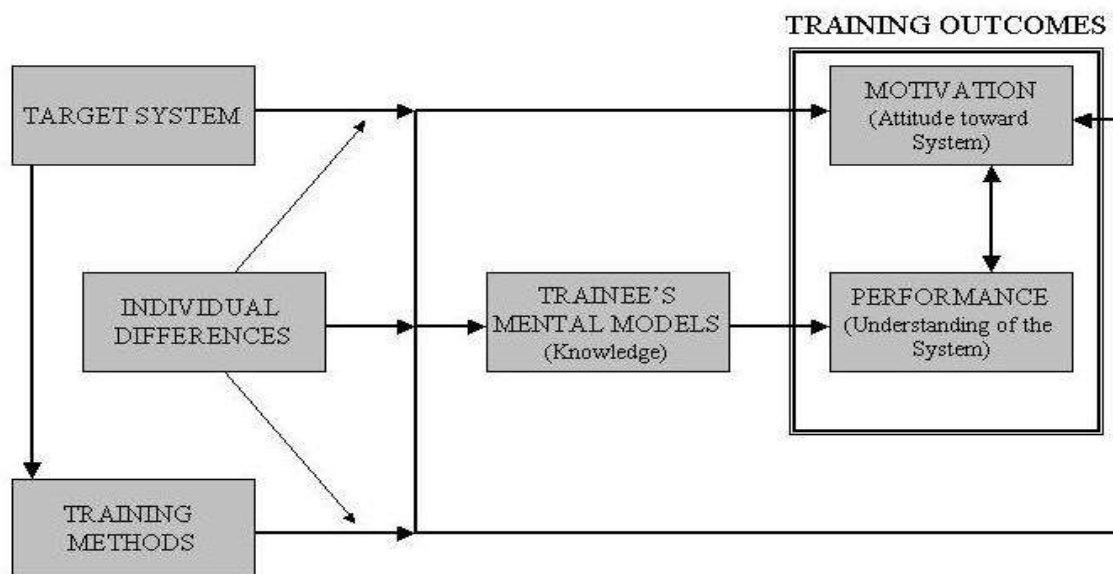


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- Increasing qualitative demand for managers and workmen.
- Increasing uncertainties and complexities in the total environment necessitating flexible and adaptive responses from organizations.
- Need for both individuals and organizations to grow at rapid pace.
- To meet challenges posed by the global competition.
- To bridge the gap between what employee has in terms of knowledge and skill and what his/her job actually demands.
- To enable employees to move from one job to another.
- To harness the human potential and give expression to their creative urges.

In the view of the above needs, employees need training to be imparted in the following areas:

- Knowledge
- Technical Skills
- Social Skills



Research framework for training outcomes (Bostrom et. al. 1990)

Review of literature

Muhammad, Zahid Iqbal et. al. in the year (2011) has done their research in the topic "**AN EMPIRICAL ANALYSIS OF THE RELATIONSHIP BETWEEN CHARACTERISTICS AND FORMATIVE EVALUATION OF TRAINING**". Their analysis is about the relationship between characteristics and formative evaluation of Training. This paper attempted to signify the

use of formative training evaluation. The authors have carried out a study at three public-sector training institutions to empirically the predicted relationship between the training characteristics and formative training evaluation under the Kirkpatrick model (reaction and learning). This study explains the causal linkage between components of formative training evaluation, the mediating role of reaction in the relationships between training characteristics and learning was also investigated. The principal finding revealed that a set of seven training characteristics explained 59% and 61% variance in reaction and learning respectively. All training characteristics were found to have a positive impact on reaction and learning except training contents. The study concluded with areas of future research emphasizing on linking formative evaluation with summative one i.e. Behavior and results.

Eugen, Rotarescu in the year (2010) has reviewed on the topic "**ALTERNATIVE SELECTION UNDER RISK CONDITIONS IN HUMAN RESOURCES TRAINING AND DEVELOPMENT THROUGH THE APPLICATION OF THE ESTIMATED MONETARY VALUE AND DECISION TREE ANALYSIS**". The topic in this article is the presentation in a succinct and applicative manner of several decision making processes and the methods applied to human resources training and development in environments with risk factors. The decisions have been optimized by the human resources training and development, the decision makers have readily available with two methods of analysis they are: (1) the decision matrix and (2) the decision tree method. Both methods compute the alternatives based on the estimated monetary value (EMV). Finally the decision



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matrix and the decision tree analyses represent two viable, scalable and easily applicable framework analyses for selecting the optimum course of action regarding the training and development of human resources. Both analyses generate the same solution and rely on the accuracy of the expected monetary value (EMV) method calculated for each course alternative action. Of these two methods, the selected decision method depends on the circumstances, the complexity of the situation and preference of the decision makers.

Pilar, Pineda in the year (2010) has done his research in this topic *“EVALUATION OF TRAINING IN ORGANIZATIONS: A PROPOSAL FOR AN INTEGRATED MODEL”* and the author’s purpose of this paper is to present an evaluation model that has been successfully applied in the Spanish context that integrates all training dimensions and effects, to act as a global tool for organizations. This model analyses satisfaction, learning, pedagogical aspects, transfer, impact and profitability of training and is therefore a global model. The author says that training is a key strategy for human resources development and in achieving organizational objectives. Organizations and public authorities invest large amounts of resources in training, but rarely have the data to show the results of that investment. Only a few organizations evaluate training in depth due to the difficulty involved and the lack of valid instruments and viable models. The paper’s approach is theoretical, and the methodology used involves a review of previous evaluation models and their improvement by comparing their application in practice. The author has also applied the model successfully in several public and private organizations, in industry and in the services sector, which demonstrates its usefulness and viability in evaluating the results of training. Therefore, this evaluation model has interesting and practical implications, as a useful tool for training managers in evaluating training results, as well as providing a global simplified approach to the complex evaluation function. The originality of this evaluation model lies in its focus on a key and novel aspect i.e. the pedagogical dimension, providing an integrated tool that can be easily adapted to any organization.

Cary, Cherniss et.al. in the year (2010) has done their research in the topic *“PROCESS –DESIGNED TRAINING: A NEW APPROACH FOR HELPING LEADERS DEVELOP EMOTIONAL AND SOCIAL COMPETENCE”*, and they have evaluated the effectiveness of a leadership development program based on International Organization for Standardization (ISO)

principles. The program utilized process-designed training groups to help participants develop emotional and social competence. The study involved 162 managers from nine different companies in a random assignment control group design. There were nine different groups with nine managers in each group. Each group was required to follow the identical process. His results indicated that after two years the intervention group had improved more than the controls on all Emotional Competence Inventory variables. The paper offers recommendations for future research on the mechanisms underlying the process-designed group strategy and contextual factors that optimize results. This paper describes a leadership development strategy that appears to be more economical and consistent in its delivery than traditional approaches such as workshops or executive coaching. Although ISO principles are utilized widely in the business world, this is the first study that has used this approach in the design and delivery of management development.

Franco, Gandolfi in the year (2009) has done his research in the topic *“TRAINING AND DEVELOPMENT IN AN ERA OF DOWNSIZING”* and he has analyzed that downsizing as a restructuring strategy which has been actively implemented for the last three decades. While employee reductions were utilized mainly in response to crises prior to the mid 1980s, downsizing developed into a fully-fledged managerial strategy for tens of thousands of companies in the mid to late 1980s. Since then, downsizing has transformed the international corporate landscape and affected the lives of hundreds of millions of individuals around the world. While the overall effects of downsizing have been widely reported, many misconceptions surrounding the concept of downsizing have remained. This conceptual paper focuses on the role of training and development (T&D) during the downsizing process. In particular, the research depicts the current body of literature associated with the function of HR and its plans, programs, and policies that firms adopting downsizing must provide to their surviving workforces. Finally, this paper offers concluding comments regarding effective downsizing practices that have emerged in the literature.

David, Pollitt in the year (2008) has done his research in the topic *“TRAINING RESTORES PRIDE AMONG CUSTOMERSERVICE STAFF AT JOHNSONS APPARELMASTER (Project highlights path to significant and lasting change)”* and he has done a review in a training initiative helped to boost customer service and improve customer relations at a large UK work wear-rental supplier, despite difficult trading conditions across its sector. The author says that the training targeted staff who could contribute most to the improvements. These included line managers and office and field-based customer-service teams. Each group was given a clear set of performance-improvement objectives for the training. Improvements would be monitored through assessment by the trainer during individual IT training, coaching during individual training,



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discussion and questioning during group sessions, delegate feedback as part of the format review process, system analysis of new procedures being put into practice, and monitoring of business improvements.

Anupama, Narayan and Debra, Steele-Johnson in the year (2007) has done a review in this topic **“RELATIONSHIPS BETWEEN PRIOR EXPERIENCE OF TRAINING, GENDER, GOAL ORIENTATION AND TRAINING ATTITUDES”** and some of the authors have said that in today’s organizations, rapid changes, an increasingly diverse workforce and competitive business environments characterize the work (Cascio, 1998; Goldstein, 2002; Smith et. al 1997). Employee’s development, and more specifically training, can help individuals and organizations work more effectively adapt to the changing environment and achieve individual and organizational goals (kindsley, 1998). The participants were 174 undergraduate students from a Midwestern university. Participation in the study was voluntary and participants received extra credit points that could be applied to their course grade. So total 165 participants were taken for the analysis (men, and = 71; women, and = 94) with a mean age of 20.5 years (SD = 3.14). Hence, results from regression analysis indicated that mastery-approach goal orientation had a beneficial effect on training attitudes of men but not for women.

Objectives of the study

- To know the effectiveness of the training and development program in the plant.
- To know the real and loyalty of workers towards the work performed by them.
- To enhance the employee growth in work life.
- To increase the productivity of the worker and plant
- To develop a general understanding of basic training and development activity of OCL CEMENT

Methodology

Study area: The study area is confined to the various department of OCL, RAJGANGPUR. The organization which is covered for the purpose of the study pertains to cement industry.

Sample size: For the purpose of the study, the selection of the managers is done with the help of department. The samples are selected randomly. The following table summarized the sample size in terms of units in nature of job.

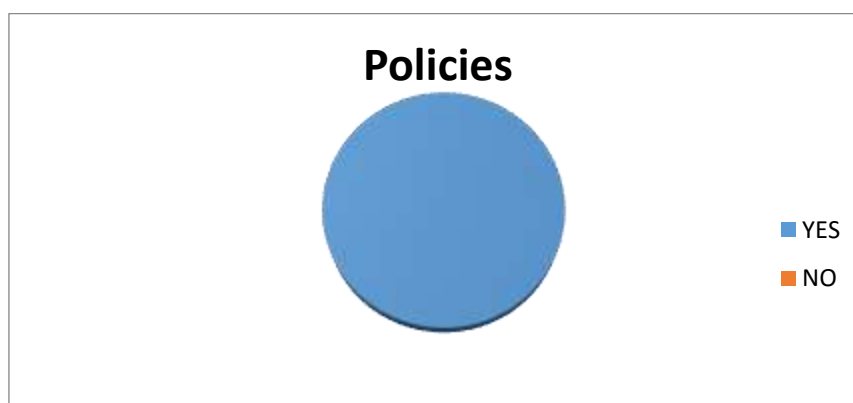
Name of the organisation	OCL India Ltd.
Managers	20
Others	10
total	30

Data analysis and interpretation:

Total Number of Respondents = 30

Q.1 Does the organization has a training and development policy applicable to all employees?

Parameter	Number Of Respondents	% Of Respondents
YES	30	100%
No	00	00



INTERPETATION: 100% of participant’s view that the training and development program as one of the most essential function of management which give rise to the growth of both the employees and organization.



Q.2 Do you think that training lead to enhancement of your skills?

Parameter	Number Of Respondents	% Of Respondents
YES	25	75%
No	05	25%



INTERPETATION: 75% of the employees view that the effective training program has a positive impact on enhancement of the employees skill.

Q.3 How much you are satisfied with the training?

Parameter	Number Of Respondents	% Of Respondents
0-25%	00	00%
25-55%	00	00%
55-75%	20	67%
75-100%	10	33%



INTERPETATION: The above fig. indicated that the age group belonging to 55-75 requiring more training to update himself with the changing environment.

Q.4 Do you think OCL is a learning organization for the employees?

Parameter	Number Of Respondents	% Of Respondents
YES	22	73%
No	08	27%



INTERPETATION: 73% of the employees of the company agree that OCL is a learning organisation for the employees.

Q5. Does your performance level have increased after training?

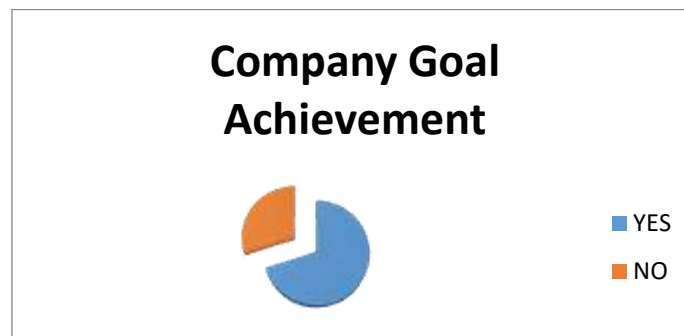
Parameter	Number Of Respondents	% Of Respondents
YES	28	93%
No	02	07%



INTERPETATION: The above figure indicated that training has a positive impact on the performance of the employees. Trained employees are more efficient and productive for the organization.

Q6. Has the training program contributed to company goals and employee's individual goals?

Parameter	Number Of Respondents	% Of Respondents
YES	21	70%
No	09	30%



INTERPETATION: 70% employees of OCL Ltd. have agreed with the statement, the training program contributed to company's goals and employee's individual goals.



Findings

- The response collected is based on the period of their service in the organization. As company was setup in 1951 so the years of service in the organization of most of the employee is more than 40 years, which means most of the employees are well experienced.
- 85% of the employees have responded in favor of that they aware about Training and development.
- Near about 30% of the employees have not aware about training and development.
- 80% of respondents show that training and development work as a good strategy to go ahead with increase knowledge while 20% responded do not agree with it.
- More than 50% of employees say that training and development is useful for their self-assessment and personality development. Thus, they cannot ignore it.
- More than 90% of employees show that training and development report helps a lot in lead to enhancement of employees skills.
- More than 65% of respondents are satisfied by the training and development report as it helps them to understand the job nature, job specification, job enlargement.
- More than 65% of the employee shows that training and development report is time fair & unbiased.
- There is a close response from the respondents on training and development report where on one hand (near about 40%) say that it make
- Feel refreshed & know there better responsibility. On other hand some say that it has helped them in improving their skills not to define their future responsibility and performance.

Conclusion

It is concluded from the survey on “THE IMPACT OF TRAINING AND DEVELOPMENT ON EMPLOYEES PERFORMANCE AND PRODUCTIVITY: A CASE STUDY OF OCL INDIA LTD.” that training program conducted in OCL LTD, works very effective in improving the skills and knowledge of the employees to meet the present and future requirements of the organization. Further, It is found that training place a crucial role in not only the development of employees but also in achieving the overall organizational goals. Through the research work it was found that employees were satisfied by the training provided to them and strongly agreed that after training their confidences have increased and their skill and knowledge has also been increased and hence, there was a remarkable improvement in their efficiency.

Suggestions and recommendations

The study is conducted by using the questionnaires method as a tool for collection of data and information pertaining to the study. The questionnaires includes the closed ended and open ended questions, basically to get their views on the techniques adapted to measure training and development and the difficulties faced by during and in relation to training.

Difficulties face during training by employees /supervisors:

- More theory less practical.
- Miss match of training with work.
- Language problem.
- Less time provided for training.
- Too much instruction by the instructor during training.
- Sometimes objective of training given has to application at the work place.

The following suggestion received from the respondent:

- The training should be more practical based.
- Training should be given in simple language.
- Training should be given in simple language.
- Training objective should be clear.
- Time to time follow up of the training program.
- Supporting documents should be provided to the employees.



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