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## “A study on the effectiveness of training and development on employee’s performance at JK Paper Ltd.”

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### ABSTRACT

Employees are the most valuable asset of an organization, so to enhance their performance it is necessary to pay attention to their learning. Training and development programs help organizations to build a skilled and competent workforce in order to maintain a high level of competency and to survive in a dynamic business environment. This study was conducted with the aim to investigate the effectiveness of training and development on employee performance at JK Paper Ltd, Songadh. The research employed descriptive analysis. Primary data was collected through distributing questionnaires to 100 employees, who were selected through the random sampling technique. Findings reveal that overall training and development has a significant impact on employee’s performance. It helps the organization in reducing employee turnover, increasing the productivity of employees, and contributing to higher financial returns for the organization. The study suggests that there is a need for improvisation in identifying the area where training needs have actually generated and salary structure should be revised at a regular interval of time.

**Keywords:** Training, Development, Employee performance, Organization

### INTRODUCTION

Training and development are a part of an organization’s subsystem that focuses on improving individual and group of employees. Training is the method of improving an employee’s skill, knowledge, and abilities in order for them to perform a specific job. Employee development refers to their overall development. It is a process by which managers and executives develop experience and competency in their current job, as well as the ability to perform future tasks.

#### Importance of training

It is important for organizations to provide ongoing training and development programs for their workers in order to continue to improve. Since the business environment and competition are constantly evolving, it is important to continue studying and acquiring new skills.

## Training needs assessment

It is essential to analyze the employee's training and development needs before developing a suitable training program to enhance their skills. A performance assessment should be performed to examine the employee's current level of expertise and to prepare them in accordance with their needs.

## Benefits of training and development:

Learning opportunity, strength development, addressing weakness, boosting employee performance and productivity, adherence to quality standards, consistency at work, improved morale, lowered turnover rate, innovation and risk acceptance, the improved reputation of the organization is some of the major benefits of training and development.

## Methods of training:

### 1) On-the-job training method

- a) Job rotation: In this method, an employee is given the opportunity to work on a variety of jobs, each with its own set of responsibilities, without incurring any additional cost.
- b) Job instruction: An employee is guided by a trainer or supervisor who advises him/her on the exact steps to complete the job in this form of training.
- c) Coaching: In every organization, both practical and theoretical development of employees is needed. Most organizations opt for this method of training. In this method, the organization assigns a coach to the employees who will train them. He also receives regular feedback from the trainer.
- d) Committee assignments: Under this method of training, the company hosts a meeting or seminar for employees who are given real-life problems to solve. As a result, all the staff of the organization develops teamwork, leadership skills, and so on.

### 2) Off-the-job training method

- a) Vestibule training method: For manual workers, the vestibule training method is well-known. If organizations begin to train workers in the factory or at the workplace, there is a risk of mishappening with the machinery in the factory. Similar tools and machinery are arranged outside of the organization in this method.
- b) Case study method: In general, a case study focuses on a problem that an organization is facing. This provides a chance to examine the problem and formulate a workable situation. This method encourages workers to be more analytical and productive in their thinking.
- c) Incident method: Under this method, the organization creates a list of series of real-life events. The employees are then asked to express their feelings about the incident or circumstances. After that everybody sits down and decides the common solution based on individual and group decisions.
- d) Conference: A conference occurs when a group of people gathers to discuss a specific topic or issue. Each employee investigates and discusses a variety of topics relevant to the subject. Furthermore, this method allows each employee to convey their individual opinion.
- e) Lecture method: The lecture method has been used in organizations to train white-collar or administrative workers. Trainers offer structured talks on particular topics. This method is appropriate for developing fundamental theoretical knowledge that must be acquired prior to practice. The audio-visual aids appropriate for a wide audience.
- f) Simulation method: This simulation training method appears to use specially designed equipment or machines to improve employee operative awareness and skills, with an emphasis on proper use in the real world. The majority of simulation training is done on a computer or with virtual reality systems. When very expensive machinery or equipment is used to do the job, the simulation method is usually used.
- g) Outward bound training method: The OBT method requires managers and employees to live in cabins or tents outside of the workplace for a specific number of days. Participants must take part in a variety of tests in order to determine their survival skills. They gain insight into their own personality, hidden potential, creativity, and leadership abilities. One of the costliest trainings and development strategies is OBT.

**Research objective:**

The main objective of the study was to determine the effectiveness of training and development on employee performance at JK Paper Ltd.' Songadh.

The study aims to achieve the following objectives in particular:

- To understand the perception of employees towards training and development activities carried out in the organization.
- To study the effectiveness of training in the organization.
- To study the factors leading to success or otherwise of training in the organization.

**RESEARCH METHODOLOGY:**

This study was guided by a descriptive research design. A sample size of 100 employees was selected from the target population of 1194 employees working in an organization using a simple random sampling technique. Both primary, as well as secondary data, are used for this research study. A self-structured questionnaire was designed into 2 sections. The 1st section comprises demographic questions and the 2nd section comprises subjective questions. Likert-scale was framed for subjective questions to ensure the reliability of the study. Employees from different designation had filled the questionnaire for the purpose of this study. Secondary data was collected through online sources. Statistical tools such as standard deviation, mean, reliability test, frequency, coefficient of skewness have been applied. Data were analysed through the SPSS 16.0 version.

**LITERATURE REVIEW**

**Ananthalakshmi Mahadevan et al. (2019)** studied the impact of training methods on employee performance in a direct selling organization in Malaysia. Researchers claimed that building a skilful and knowledgeable workforce is one of the vital activities in an organization to ensure a high level of competency with a proficient team in order to sustain and grow in a dynamic business environment. The objective behind this study was to examine the impact of on-the-job and off-the-job training on employee performance. The result showed that both on-the-job and off-the-job training achieved a standard coefficient beta value of 0.370 and 0.546 respectively with a significant value of 0.000. Based on the beta value reading researcher found that off-the-job training has a higher impact compared to on-the-job training on employee performance.

**Sumaiya Shafiq et al. (2017)** discussed the effect of training and development on employee performance in a private company, Malaysia. Researchers stated that the employees are a major asset of the organization, they have a role to play towards an organization's success. So it is mandatory to take care of their learning to increase employee performance. The objective was to investigate the effect of on-the-job training, off-the-job training, job enrichment, and job rotation on employee performance in private companies. The study concluded that only job enrichment is the independent variable that has a significant positive impact on the dependent variable (employee performance) while the other independent variables are found to be insignificant drivers in influencing employee performance.

**Ashikhube Humphrey Otuko et al. (2013)** determined the effect of the training dimension on employee performance in Mumias sugar company, Kenya. The study sought to find out the effect of training need assessment on employee performance, the effect of training content on employee performance, and the effect of training evaluation on employee performance. The result indicates that there was a positive and significant effect between training need assessment and employee performance. Therefore, most respondents stated that training need assessment was conducted before the actual training. The result indicates that training content has a positive and significant effect on employee performance. This implies that an increase in training content will increase the level of employee performance. From the result, there was an indication that an increase in training evaluation and employee performance was positively and significantly associated. This could be interpreted to mean that evaluation of the content of the training and the methods employed, measuring

performance knowledge, skill, and attitude against the standard could easily contribute to enhance employee performance at work depending on the choice of evaluation criteria.

**Tarun Singh (2015)** stated that training and development is the best possible utilization for employee's capabilities. Training is equipping the employees with the required skills to perform and development is the growth of employees at every level of management. This attempt was made to study the impact of training and development programs on employees' efficiency at Bharat Heavy Electricals Ltd. (BHEL). The study revealed that employees are highly satisfied with BHEL. For 20 items average mean score and percentage score were computed 3.62 (65.5%). Employees do not want to change their job because they pay salary is satisfactory. Seniors interact nicely with subordinates and the working environment is also good. but there is some need for implementation in its training programs, reward system, policy, and other important issues.

**Philipina Ampomah (2016)** claimed that training and development is a key factor in improving employee performance in organizations. The purpose of the study was to focus on the effect of training and development on employee performance in a private tertiary institution in Ghana; a case study of Pentecost university college. The study revealed that employees are motivated through training, and training and development result in higher performance for the Pentecost university college. Pentecost university college certainly had a well-established policy to invest in the training and development of the employees and also organized training programs from time to time for their employees to update their knowledge and skill. The study recommended that all employee's training and development should be vigorously followed and made mandatory.

## RESEARCH FINDINGS AND DISCUSSION

### EMPIRICAL ANALYSIS OF DATA

Analysis was carried out to determine the reliability of the questionnaires and the result obtained.

#### Case processing summary:

**Table No. 1 Case processing summary**

	N	%
<b>Valid</b>	<b>100</b>	<b>100.0</b>
<b>Excluded</b>	<b>0</b>	<b>.0</b>
<b>Total</b>	<b>100</b>	<b>100.0</b>

**Source:** Various questionnaires from respondents

At JK Paper Ltd, Cronbach's alpha ( a measure of reliability) has been measured for 15 items in a questionnaire used to assess the effectiveness of training and development on employee performance.

#### Reliability statistics

**Table No. 2 Reliability statistics**

Cronbach's alpha	N of items
.948	15

**Source:** Various questionnaires from respondents

**Reliability analysis:** The questionnaire reliability was verified through analysis, and the results were obtained. Cronbach's alpha (a measure of reliability) was calculated for the questionnaire. Since it matches the minimum acceptance level of 0.7, this coefficient (0.948 for 15 items) implies reliability.

### DEMOGRAPHIC DETAILS OF RESPONDENTS

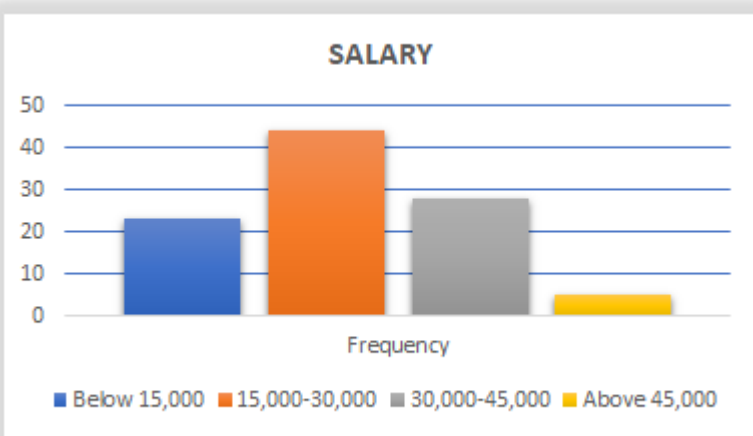
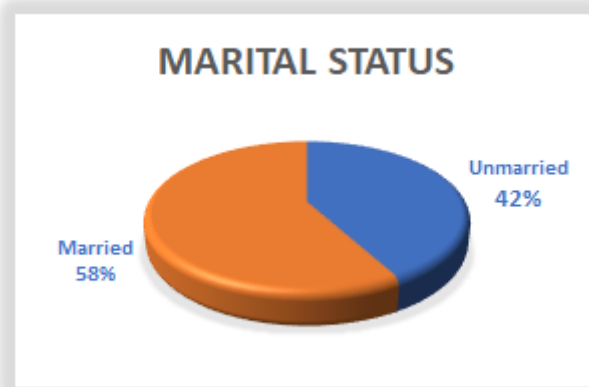
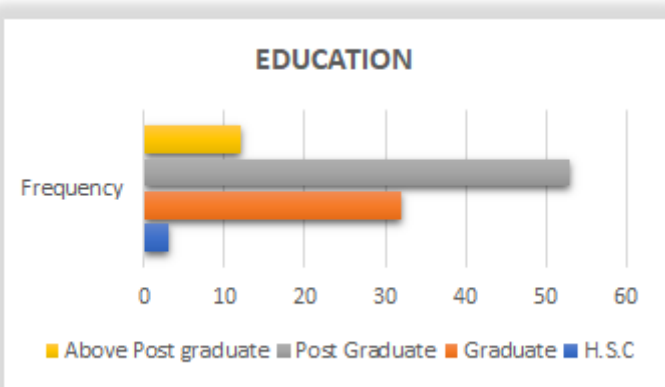
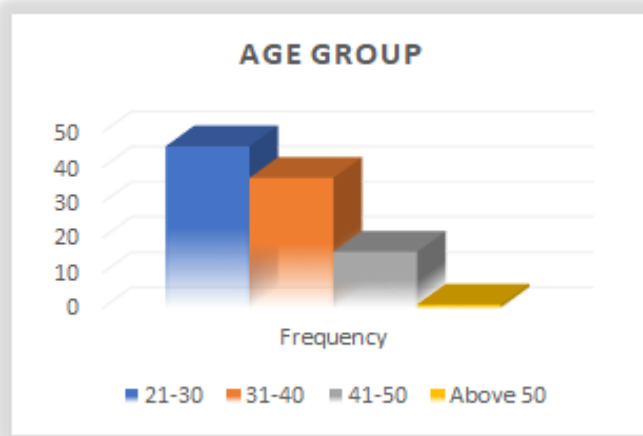
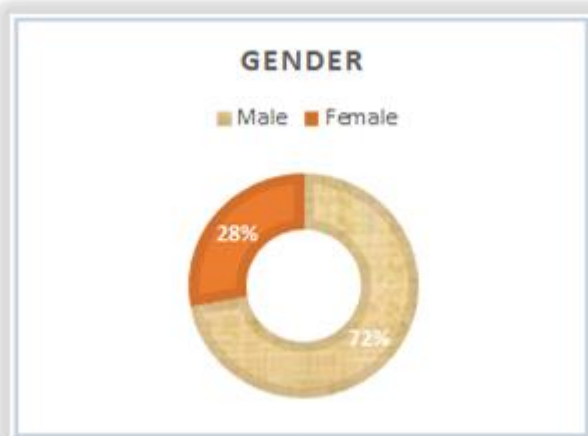
Demographic profiles of the employees help in identifying the type of people an organization comprises. So, study would not get fair justice without this data, keeping in mind this fact, an effort was made.

**Table No. 3 Demographic profile**

Demographic variable		Frequency	Percentage
Gender	Male	72	72.0
	Female	28	28.0
Age group	21-30	46	46.0
	31-40	37	37.0
	41-50	16	16.0
	Above 50	1	1.0
Education	H.S.C	3	3.0
	Graduate	32	32.0
	Post Graduate	53	53.0
	Above Post Graduate	12	12.0
Marital Status	Married	42	42.0
	Unmarried	58	58.0
Salary	Below 15000	23	23.0
	15-000-30,000	44	44.0
	30,000-45,000	28	28.0
	Above 45,000	5	5.0

**Source:** Various questionnaires from respondents.

**FREQUENCIES**



**Source:** Various questionnaires from respondents.

Table No. 3 depicts the demographic information of respondents. Graphs are created on the basis of this table for a better understanding of the outcome. According to the study, it is found out that the majority of the employees working in an organization are male i.e.,72%, and females are in the minority i.e 28%. This is due to JK Paper is a manufacturing organization and males are physically more active than females. From the graphs, it is found out that, organizations have young employees in the majority as employees whose age group fall under 21-30 and 31-40 are 46% and 37% respectively. It is beneficial for the organization since young employees are enthusiastic and sincere towards their job. Also, they come up with the most innovative ideas that would help the organization to grow and gain a competitive advantage. 53% of the employees are postgraduates which indicates that employees are well qualified and knowledgeable. When it comes to marital status 58% of the employees are unmarried. The organization has employees who work at different levels so salary also differentiates according to the designation. But the majority of respondents receive salaries between 15,000-30,000.

**Table No. 4 How long have you been employed in JK Paper Ltd.?**

	Frequency	Percentage
Less than 10 years	53	53.0
10-15 years	36	36.0
15-20 years	9	9.0
More than 20 years	2	2.0
Total	100	100.0

**Source:** Various questionnaires from respondents.

According to table no. 4, 53% of employees have worked for less than 10 years in the organization. It means they are quite new to the organization and highly need training. 36% of employees have worked for 10-15 years, which indicates that employees are retained and loyal to the organization.

**Table No. 5 Does your organization conduct training?**

	Frequency	Percentage
Yes	87	87.0
No	13	13.0
Total	100	100.0

**Source:** Various questionnaires from respondents.

From table no.5, it is proven that the organization conducts training. Since 87% of respondents agree with the above statement. So, it is advantageous for both employees and organizations to enhance their performance.

**Table No. 6 How often the training programs are conducted in your organization?**

	Frequency	Percentage
Every month	21	21.0
Every quarter	47	47.0
Half-yearly	16	16.0
Once in a year	16	16.0
Total	100	100.0

**Source:** Various questionnaires from respondents.

By referring to table no.6., It is verified that the organization conducts training programs on a quarterly basis. Overall, the responses are mixed, so it can be assumed that the organization conducts training whenever it is found to be necessary.

**Table No. 7 Who conducts the training?**

	Frequency	Percentage
Internal	6	6.0
External	7	7.0
Both	87	87.0
Total	100	100.0

**Source:** Various questionnaires from respondents.

According to the above table, training in the organizations is generally conducted by both internal and external sources, as 87% of respondents replied in “both”. Choosing who will conduct training depends on the requirement of training needs.

**Table No.8 From the following methods under which training method you have trained?**

	Frequency	Percentage
On the job	21	21.0
Off the job	15	15.0
both	64	64.0
Total	100	100.0

**Source:** Various questionnaires from respondents.

By referring to table no.8, 64% of respondents consent that the organization conducts training through both methods i.e., on the job and off the job. Choosing a training method depends on certain criteria such as the purpose of the training, the number of employees participating in the training, and so on.

**Table No. 9 An analysis of the training and development program of JK Paper Ltd.**

Questions	SA	A	N	DA	SDA	Total	X	Std-dev	skew-ness	Mean rank
Training needs identified are realistic, useful, and based on the organizational strategy	10	16	38	2	34	100	2.660	1.357	.050	1
	(10.0)	(16.0)	(38.0)	(2.0)	(34.0)	(100.0)				
There is a formal training program to teach new employees the skill they need.	12	46	16	18	8	100	3.360	1.150	-.583	6
	(12.0)	(46.0)	(16.0)	(18.0)	(8.0)	(100.0)				
There is a formal training evaluation method to assess the effectiveness of the training.	9	40	31	8	12	100	3.260	1.124	-.662	3
	(9.0)	(40.0)	(31.0)	(8.0)	(12.0)	(100.0)				



Training and development program is well planned	14	48	19	12	7	100	3.500	1.096	-.774	12
	(14.0)	(48.0)	(19.0)	(12.0)	(7.0)	(100.0)				
Training given to us helps us to cope with the constantly changing technology for performing the job	16	30	40	3	11	100	3.370	1.134	-.561	7
	(16.0)	(30.0)	(40.0)	(3.0)	(11.0)	(100.0)				
Instructor responses to trainee's doubt	12	38	32	9	9	100	3.350	1.095	-.596	5
	(12.0)	(38.0)	(32.0)	(9.0)	(9.0)	(100.0)				
Training and development resulted in higher employee performance in the organization	31	25	26	7	11	100	3.580	1.296	-.620	15
	(31.0)	(25.0)	(26.0)	(7.0)	(11.0)	(100.0)				
Training and development resulted in higher productivity and financial return for the organization	30	27	18	12	13	100	3.490	1.374	-.539	11
	(30.0)	(27.0)	(18.0)	(12.0)	(13.0)	(100.0)				
Training and development helped reduce employee turnover in our organization	27	20	27	15	11	100	3.370	1.323	-.287	7
	(27.0)	(20.0)	(27.0)	(15.0)	(11.0)	(100.0)				
Training helps in reducing absenteeism	7	48	29	11	5	100	3.410	.954	-.768	9
	(7.0)	(48.0)	(29.0)	(11.0)	(5.0)	(100.0)				
Training and development program is helpful in the long run	24	28	32	9	7	100	3.530	1.158	-.472	13
	(24.0)	(28.0)	(32.0)	(9.0)	(7.0)	(100.0)				
Salary increases after training	6	26	45	19	4	100	3.110	.919	-.063	2
	(6.0)	(26.0)	(45.0)	(19.0)	(4.0)	(100.0)				
Training helps us to understand the job clearly	13	31	39	10	7	100	3.330	1.054	-.383	4
	(13.0)	(31.0)	(39.0)	(10.0)	(7.0)	(100.0)				
Training and development program are helpful in personal growth	26	33	22	6	13	100	3.530	1.298	-.703	13
	(26.0)	(33.0)	(22.0)	(6.0)	(13.0)	(100.0)				

Training and development programs mold our attitude towards the job and encourage us to perform job enthusiastically	30	19	24	16	11	100	3.410	1.356	-0.314	9
	(30.0)	(19.0)	(24.0)	(16.0)	(11.0)	(100.0)				

**Source:** Various questionnaires of respondents.

[**Note:** The numbers in brackets in ha above table are in percentage]

The above table clearly depicts that if training and development programs are held in the organization effectively you will surely receive significant outcomes. These questions received maximum positive response from respondents which we can interpret from the above table. The majority of the respondent are agreed with the statement that “, there is a formal training program to teach new employee the skill they need, there is formal training evaluation method to assess the effectiveness of the training, training, and development program are well planned, instructor responses to trainee’s doubts, training and development has resulted in higher employee performance in the organization, training and development has resulted in higher production and financial return for the organization, training and development helped reduce employee turnover in the organization, training helps in reducing absenteeism, training and development program are helpful in the long run, training and development program are helpful in personal growth, training and development mould our attitude towards the job and encourage us to perform enthusiastically” the standard deviation for this statements are 1.150, 1.124, 1.096, 1.095, 1.296, 1.374, 1.323, 0.954, 1.158, 1.298 and 1.356 respectively. Our findings that instructor responses to trainee’s doubt are consistent with the finding of **Tarun Singh (2015)**. However as shown in the above table statement such as “training needs identified is realistic, useful and based on organizational strategy, training given to us helps us to cope up with the constantly changing technology for performing the job, salary increases after training and training helps us to understand the job clearly” depicts negative effects. The standard deviations for this statement are 1.357, 1.134, 0.919, and 1.054 respectively. Our findings that training given to us helps with changing technology for performing the job contradicts the finding of **Philipina Ampomah (2016)**.

**H0:** The difference in opinion of the respondent is not significant but by change

**H1:** The difference in opinion of respondents is significant.

**Table No. 10 Rank**

	Gender	N	Mean Rank	Sum of Rank
Training need is realistic	1	72	43.83	3156.00
	2	28	67.64	1894.00
	Total	100		
Formal training program	1	72	46.92	3378.00
	2	28	59.71	1672.00
	Total	100		
Formal training	1	72	46.81	3370.00

evaluation	2	28	60.00	1680.00
	Total	100		
Well planned program	1	72	48.03	3458.50
	2	28	56.84	1591.50
	Total	100		
Cope up with technology	1	72	46.28	3332.00
	2	28	61.36	1718.00
	Total	100		
Instructor helps	1	72	48.29	3477.00
	2	28	56.18	1573.00
	Total	100		
Higher employee performance	1	72	48.99	3527.00
	2	28	54.39	1523.00
	Total	100		
Higher productivity	1	72	51.24	3689.00
	2	28	48.61	1361.00
	Total	100		
Employee turnover	1	72	49.62	3573.00
	2	28	52.75	1477.00
	Total	100		
Reduction in absenteeism	1	72	48.96	3525.00
	2	28	54.46	1525.00
	Total	100		
Helpful in long-run	1	72	49.34	3552.50

	2	28	53.48	1497.50
	Total	100		
Salary status	1	72	48.06	3460.50
	2	28	56.77	1589.50
	Total	100		
Job understanding	1	72	48.71	3507.00
	2	28	55.11	1543.00
	Total	100		
Personal growth	1	72	50.97	3670.00
	2	28	49.29	1380.00
	Total	100		
Effect on attitude	1	72	48.53	3494.00
	2	28	55.57	1556.00
	Total	100		

**Source:** Various questionnaires from respondents.

Table no.10, shows the proportion of agreement by male and female on statements related to the effectiveness of training and development, like to what extent they agree with the statements.

**Table No. 11 Test statistic Mann-Whitney Z test, An analysis on training and development program**

	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Training need is realistic	528.000	3156.000	-3.882	.000
Formal training program	750.000	3378.000	-2.099	.036
Formal training evaluation	742.000	3370.000	-2.149	.032
Well planned program	830.500	3458.500	-1.454	.146
Cope up with technology	704.000	3332.000	-2.455	.014
Instructor helps	849.000	3477.000	-1.280	.201
Higher employee performance	899.000	3527.000	-.865	.387
Higher productivity	955.000	1361.000	-.419	.675
Employee turnover	945.000	3573.000	-.497	.619
Reduction in absenteeism	897.000	3525.000	-.917	.359
Helpful in long-run	924.500	3552.500	-.665	.506
Salary status	832.500	3460.500	-1.433	.152
Job understanding	879.000	3507.000	-1.040	.299
Personal growth	974.000	1380.000	-.270	.787
Effect on attitude	866.000	3494.000	-1.120	.263

**Source:** Various questionnaires from respondents.

The difference in responses of male and female employees for the statement “training need is realistic, formal training program, formal training evaluation, cope up with technology” is lesser than 0.05, which means this difference is significant and not by chance. Here, the alternative hypothesis is accepted. While the difference of male and female for the statement “well-planned program, the instructor helps, higher employee program, higher productivity, employee turnover, reduction in absenteeism, helpful in the long run, salary status, job understanding, personal growth, effect on attitude” is higher than 0.05, which means the difference is not significant. Here, the null hypothesis is accepted.

## MAJOR FINDINGS

- The organization has young employees in the majority i.e., 46%, whose age group falls under 21-30. This is beneficial for organizations as young employees are more innovative, which helps organizations to grow.
- When it comes to qualification, the majority of employees are post graduated, so employees are well qualified and knowledgeable.
- There is a formal training program to teach new employees the skill they need, which provides more expertise.

- There is a formal training evaluation method to assess the effectiveness of the training, which helps in identifying the area of improvement.
- Training and development have resulted in higher employee performance and productivity for the organization.
- Instructor responses to trainee's doubt, which promotes learning culture.
- Employee turnover and absenteeism have reduced as training and development help them to understand their job clearly and provide them with enough skill required to perform a task.
- Training and development programs mould employee's attitudes towards their job and encourage them to perform their job enthusiastically.

## RECOMMENDATION

1. Organizations should make efforts to see that the training program is realistic, helpful, and based on the organizational strategy. So, the organization should focus on identifying the area where training needs have actually generated. On the basis of organizational strategy training programs should be operated.
2. There needs to be improvisation in technology. Organizations need to update themselves with changing technology. Updating with technology is important to enhance productivity and performance.
3. Salary structure should be revised at regular intervals to satisfy employees.
4. As many employees do not understand their job, it is suggested to impart training to them in such a way that their understanding can be enhanced i.e.; training should be more realistic.

## CONCLUSION

Training and development are important to enhance employee performance, as it creates a highly skilled workforce and helps employees in their personal growth. This research was performed to examine the effectiveness of training and development on employee performance at JK Paper Ltd, Songadh. The study revealed that there is a significant effect of training and development on employee performance, as training and development programs held in JK Paper have resulted in higher performance, productivity, and financial return for the organization. Employees' perception towards training and development programs carried out in the organization is found positive either. They felt that training and development helped them in their personal growth and encouraged them to perform their job enthusiastically. Employee turnover and absenteeism have reduced after allocating the training to employees. Providing formal training programs to new employees as well as to existing employees and evaluating the outcome are the main factors leading to the success of the organization since the organization is taking care of their learning and correcting them at the right time. Analysing the research finding leads us to the conclusion that there is a need for improvisation in identifying the area where training needs have actually generated and salary structure should be revised at a regular interval of time.

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