

A Study on “the role of Training and Development in Performance Management System” with reference to Public (Government) Sector Organisations

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Abstract : This research paper discusses about “the role of Training and Development ” in Performance Management System. This major objective of the research is to analyze the benefits of training and development for Organisational Development. The primary objectives of this research is to find out whether training accelerate individual performance and also to arrive at the benefits of Training and Development for an organization. Statistical Analysis has been performed based on the opinions from employees working in various Government Organizations. Based on the analyzed data, a few factors have been arrived at on Training and Development. This paper also emphasizes arriving at the purpose of Training and Development which leads to organizational success. This research is descriptive and analytical in nature. Study mainly depends on primary data which has been derived from interviews and questionnaires. However, some secondary sources of data were also used. Sampling is done by “Convenient Sampling Method”.

Keywords: Training , Performance, Performance Management System

1. INTRODUCTION

Training and Development is an important aspect of Human Resource Management. Performance Management System becomes effective with the support of Training and Development. Training and Development is a prudent investment to an organization as they reap the benefits consistently like employees motivation, efficiency, quality output, confidence etc.,

The Primary role of Training and Development is achieving organizational goals with the support of available resources through strategic planning. Any workforce has a capability to perform the assigned job. Only Training and Development make them to perform better.

Many organizations have systematic and centralized Training and Development Programmes . These Organisations make a Annual Development Programme keeping in view the requirements and targets of an organization. It is the role of Human Resource Management Department to establish and implement a high level road map for Strategic Training and Development.

This research study utilized a combination of primary and secondary sources of data in order to arrive at benefits of Training and Development in Performance Management System for organizational effectiveness. A sampling method is adopted for this study and total number of

samples taken is 164. Simple statistical tools have been used to analyze the information and based on this, the interpretation have been drawn. The analysis has been done by segregating the responses received as percentages for different questions in the questionnaire.

2. OBJECTIVES OF THE STUDY

The primary objective of this research is to find out

- (a) Whether the “Training and Development” accelerate individual performance ?
- (b) Whether Training and Development is important in an organisation?
- (c) Whether Training and Development” benefits an Organisation and Employees ?

The major objective of this research is to analyse the benefits of Training and Development for organizational effectiveness.

3. STATEMENT OF HYPOTHESIS

The following hypotheses were tested:

- H 01: There is no significant relationship between Training and Development and employee commitment
- H 02: There is no significant relationship between Training and Development and employee motivation
- H 03: There is no significant relationship between Training and Development and employee development
- H 04: There is no significant relationship between Training and Development and employee satisfaction
- H 05: There is no significant relationship between Training and Development and Performance Improvement
- H 06: There is no significant relationship between Training and Development and Organisational Development

4. REVIEW OF RELATED STUDIES

Training as been defined as “The systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job. Training has also been defined in the Glossary of Training Terms (Manpower Services Commission, UK) as a planned process to modify attitude, knowledge or skill behavior through learning experience to achieve effective performance in an activity or range of activities. Its purpose in the work situation is to develop the abilities of the individual and to satisfy current and future manpower needs of the organization. It clearly implies that the role of training is to improve the overall performance of the organization.

Training and career development are very vital in any company or organization that aims at progressing. This includes decision making, thinking creatively and managing people. Training is a important part of Performance Management System. Importance of Training and development is listed below:

- Helps in addressing employee weaknesses

- Improvement in worker performance
- Consistency in duty performance
- Ensuring worker satisfaction
- Increased productivity
- Improved quality of service and products
- Reduced cost
- Reduction in supervision

Every Organisation is supposed to have year plan for Training Activities. Training activities can be divided into five types:

- (i) Basic Training
- (ii) Administrative Training
- (iii) Instrument Based Training
- (iv) Policy Based Training
- (v) Strategic Training

Analysis of Training needs fitting the organizational needs to be arrived at after analysis:-

- (i) Analyse organization goals and the skills and tools required to meet these goals
- (ii) Determine what information or training employees will need to be effective in their job
- (iii) Evaluate who should be trained and how best to motivate them for training
- (iv) Establish how employees will best accept the integrate training and how they learn the best
- (v) Evaluate the training in place and decide what can and cannot provide in the way of in-house training, funding and time
- (vi) Assess which trainers or consultants can fill in these gaps
- (vii) Take a decision on which training best fits the needs of the organization.

Various Important Training Methods based on the needs and budget to be finalized after examination:-

- (a) Lecture
- (b) Discussion
- (c) Case Study
- (d) Role Play
- (e) Sensitivity Training
- (f) Syndicate
- (g) Brain Storming
- (h) Computer assisted learning
- (i) Exercise
- (j) Business Games
- (k) In-Basket
- (l) On the job training
- (m) Project Work
- (n) Programmed Learning

Assessment of Results:-

The intension of training is to help people and organizations with performance related problems: Intentions cannot be measured, but results can be. The final part of systematic training is, therefore, to use suitable measuring techniques to assess

- (a) The quality of training provided
- (b) Whether this resulted in improved performance and
- (c) Whether the training was worth doing

The major objective of training and development is Organisational Development. The following are the various benefits of Training and Development:-

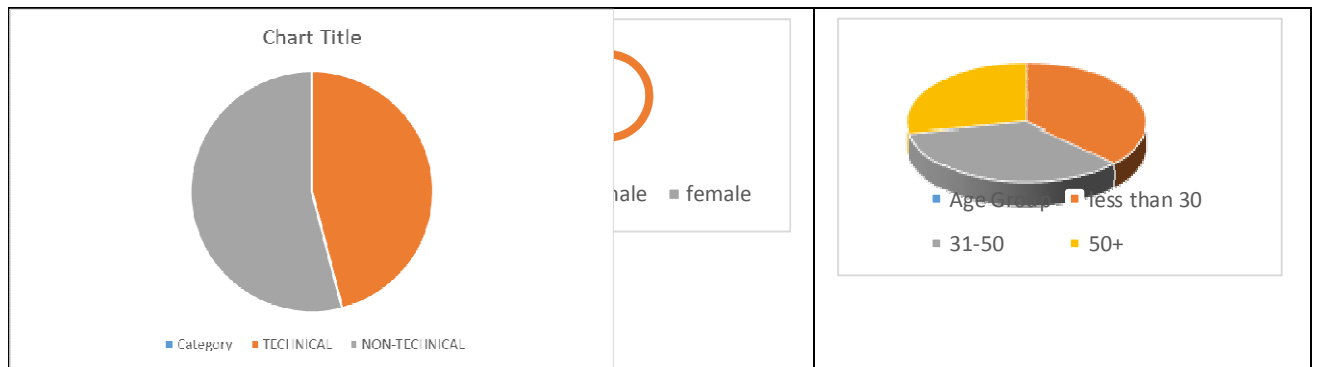
- Training and development helps in optimizing the utilization of human resources.
- Training and development helps in increasing the productivity of the employees.
- Training and development helps in creating a better corporate image.
- Training and development helps in inculcating the sense of team work, team spirit and inter-team collaborations.
- Training and development helps in improving the health and safety of the organization thus preventing obsolescence

5. METHODOLOGY OF THIS STUDY

This research used sample of 172 employees of various government organisations. The population was divided into two clusters (a) technical and (b) non technical. Different level of officials from Managers to workers were selected randomly. Male and Female officials were selected randomly based on their age to make this analysis fitting to socio-demographic factors.

S.NO	DETAILS	CRITERIA 1	CRITERIA 2	CRITERIA 3
1.	AGE	LESS THAN 30 YEARS (37%)	ABOVE 30 YEARS LESS THAN 50 YEARS (35%)	ABOVE 50 YEARS (28%)
2.	GENDER	MALE (55%)	FEMALE (45%)	
3.	CATEGORY	TECHNICAL (46%)	NON-TECHNICAL (54%)	

ANALYSIS BASED ON CATEGORY	ANALYSIS BASED ON GENDER	ANALYSIS BASED ON AGE
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SOURCES OF DATA

Primary data:

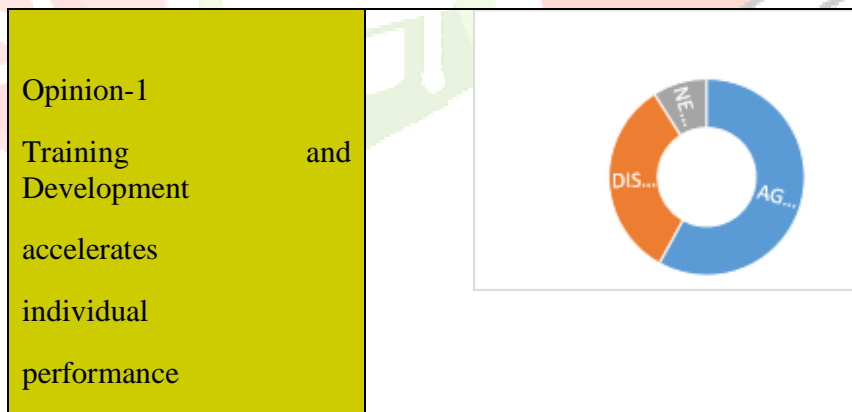
The primary data has been collected from the respondents by the use of questionnaire.

Secondary data:

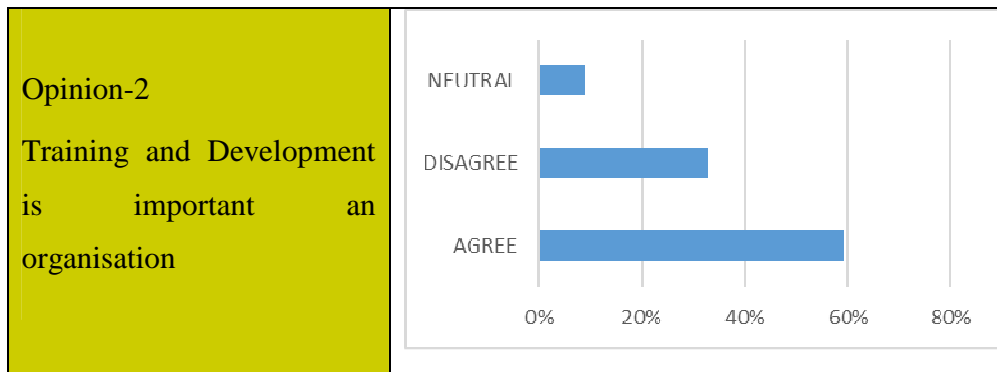
The secondary data has been collected from various websites, literatures and articles. This was helpful in knowing the status of Training and Development.

6. DATA ANALYSIS AND INTERPRETATION

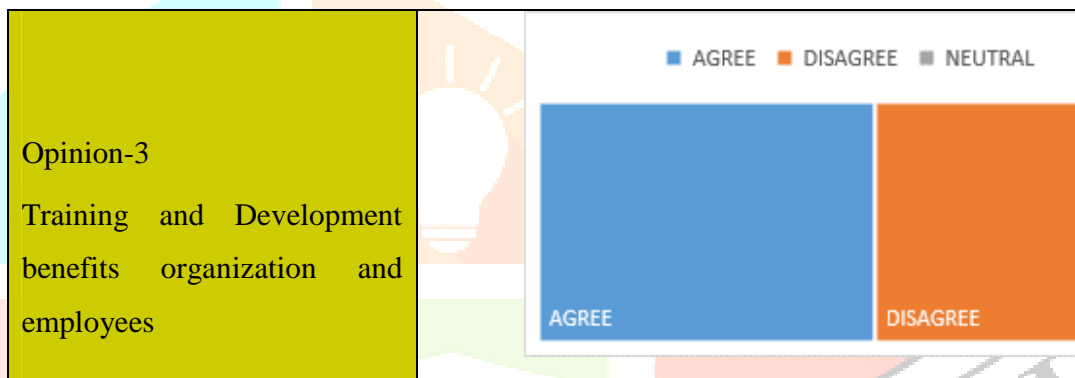
The collected data's are presented in the form of tables, charts and graphs, to provide a clear thought of the information.



It was established that 58% of the population agreed and 9% neither agreed nor disagreed with and 33% disagreed that the Training and Development accelerates individual performance.



It was established that 59% of the population agreed and 9% neither agreed nor disagreed with and 32% disagreed that the Training and Development is a benefit for an organization.



It was established from the study that 55% of the population agreed and 8% neither agreed nor disagreed with and 37% disagreed that the Training and Development is a vital link between organization and employees.

FINDINGS

This study reveals that Strategic Training and Development promotes Organisational Goals and Objectives thereby enhancing Organisational Effectiveness.

This study also prove that Training and Development accelates individual performance. Training and Development is an important investment in an organization.

This study also analysed various aspects of training.

This study clearly illustrates that

- 01: There is positive relationship between Training and Development and employee commitment
- 02: There is significant relationship between Training and Development and employee motivation

03: There is significant relationship between Training and Development and employee development

04: There is significant relationship between Training and Development and employee satisfaction

05: There is significant relationship between Training and Development and Performance Improvement

06: There is significant relationship between Training and Development and Organisational Development

7. CONCLUSIONS

There is a positive relationship between Training and Development and Individual performance for Organisational effectiveness. Inequalities in recruitment with reference to the race, gender and disabilities shall be addressed by Training and Development

The research outcomes and considerations indicate that Training and Development is very effective in improving the performance of an individual, team and organization.

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