

## Impact of training and development programmers on employee self-confidence, motivation, satisfaction and productivity-Empirical study in Peenya Industrial area, Bangalore

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### Abstract

Workers working in small factory outlets too need training. Majority factories do not impart separate training to their workers. However some factories do conduct training programmes to their workers. The trained workers fare better than those untrained workers. For this study workers from different factories are selected randomly and direct interview was held and their responses are recorded in separate interview schedule supplied to each worker in advance. The opinions of majority workers, who undergone training development programmes, have positive opinion towards the impact of training and development programmes of the factory where they are working. The study result shows that the self-confidence, motivation, satisfaction and productivity of the workers has improved significantly after getting training. So it is advisable for all factory managements to conduct training or send their workers outside for training.

**Keywords:** training and development, self-confidence, motivation, satisfaction, productivity

### Introduction

Human resource is vital resource for any organisation whether it is a manufacturing or service oriented one. To make this resource more valuable and effective training and development is very much needed. The organisations are having their own human resource development policies and practices. The studies show that there is positive correlation with training and development programmes on the employee's confidence level, motivation level, their efficiency, satisfaction and productivity level. The factories have their own Training and development policies and practices. In this study an attempt has been made to analyse the impact of training and development on employee's confidence level, motivation level, their efficiency and productivity of factory workers working in Peenya Industrial area. This study is purely based on the opinions collected from the workers in different factory outlets.

### Theoretical back ground

**Training and Development:** Training and development is a function of human resource management concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational setting up.

Training and development is described as an educational process which involves the sharpening of skills, concepts, changing of attitude and gaining more knowledge to enhance the performance of employees and has been known by different names including "Human resource development", "Human capital development" and "Learning and development".

Training is a planned effort by an organization to facilitate employee's learning of job related knowledge and skills for the purpose of improving performance opportunities designed to the employees growth. Training and development activities are designed to impart specific skills, abilities and knowledge to employees.

### Outcome of training and development programmes

The outcome of training and development programmes is used as criteria for measuring the impact of these programmes on employees. The outcome of the training and development programmes is the end result of these programmes. It is measured through positive impact of training and development programmes on employees in the form improved self confidence level, improved motivation level, employee satisfaction and increased productivity of employees.

### Objectives of the study

This study is taken up with the following objectives-

- To study the importance of training and development programmes
- To analysis the impact of training and development programmes on employee's self-confidence and motivation level
- To study the satisfaction level and productivity of employees after attending training and development programmes

### Significance of Training and development programmes

Training plays an important role in human resource department. It is necessary, useful and productive for all categories of workers and supervisory staff.

The importance of training and development to the employees and to the enterprise are-

### Optimum utilization of resources

Training and development helps in optimizing the utilization of human resource that further helps the employees to achieve the organizational as well as their individual goals.

### Development of employees' skills

Training and development helps in increasing the job

knowledge and skills of employees at each level. It helps to expand the horizons of human intellect and an overall personality of the employees.

**Improved productivity**

Training and development helps in increasing productivity of the employee that helps organization to achieve its long-term goals

**Develops a sense of team spirit**

Training and development helps in inculcating the sense of team-work, team spirit, and inter-team collaborations among the workers

**Improve the quality of work**

Training and development helps in improving quality of work and work-life

**Literature review**

Extensive researches have been conducted on this topic. To gain deeper insight into the present topic exiting literature has been reviewed.

V. Rama Devi and Nagurvali Shaik (2012) [3]. -in their study they have developed model to measure the training and development effectiveness. Result of the study reveals that training programme acts as a vehicle to enhance employee skills and enable them to perform better in their job. They view that effective training and development policies and practices make employees more knowledgeable and able and there by convert human resource into a productive Human capital.

Mohsin Nadeem, (2010) [4] has conducted an empirical study on the role of training in determining the employee corporate behaviour with respect to organisational productivity. The researcher has examined the relationship between key variables of corporate behavior i.e. employee commitment, employee motivation and job satisfaction on organizational productivity with assistance of training. He opined that there is positive correlation between employee training effectiveness and motivation, job satisfaction and commitment, resulting in increase in organizational productivity.

Saraswathi. S (2010) [5] has conducted an empirical study to analyse the human resources development climate in the organisations. She has opined that training and development is one of the most important functions of HR Department which directly contributes to the productivity of the organisation. The study results reveal that employees can be helped to give full contribution to their potentials to achieve the goals of the organisation by providing healthy climate in an organisation. She opined that factors like top managements concern for

employee training and development, reward system etc. contribute towards creation of better climate in the organisations.

**Significance of the study**

In- depth and detailed study about the training and development programme and practices in the factory can help the management to introduce new training and development programmes for employees and the new techniques and methods for the evaluation of training & development programmes for the employees. This study helps in understanding the attitude of workers and the workers in turn can know the management’s response.

**Research Methodology**

**Statement of the problem**

The literature review shows that training and development programmes have positive influence on the employees overall development and little research work is done on the role of training and development programmes on employees in the study area. Hence the present study is undertaken.

**Sample size and data collection methods**

Both primary and secondary data was used for this study. Primary data is collected through interview schedules. The workers were interviewed and their opinion is collected. Population size is 50 respondents comprising 38 male workers and 12 female workers in the industrial area.

**Data Analysis method**

The impact of various training and development programmes designed and imparted to factory workers is assessed on the basis of programmes outcomes-improvement in self confidence level, motivation level, satisfaction level and employee productivity by surveying the employee’s responses at two points – before implementing training and development programmes in the factory. Simple average is used to analyse the impact of training and development programmes employee’s satisfaction level, employee’s motivation level and self-confidence level of employees at work place

**8. Analysis and interpretation**

**Hypotheses testing**

Following hypotheses are developed and are tested for this study-

**Hypothesis 1:** There is significant association between training and development programmes and self-confidence level of employees at work place

**Table 1:** The table showing Respondent employees responses on improvement in their self confidence level after attending various training and development programs

Opinion (Improvement in self-confidence)	No of Respondents	Percentage
Yes	40	80
No	10	20
Total	50	100

Source: Field survey data

Interpretation-80 percent respondent employees feel that there is significant improvement in their self confidence level after attending training and development programmes and only

20% employees have negative opinion. This means that the training and development programmes have significant influence on the employees’ confidence level.

**Hypothesis 2:** There is significant association between employees training and development programmes and motivation level of

**Table 2:** The table showing Responses of respondents on the impact of training programme in increasing their motivation level

Opinion (increase in their motivation level)	No of Respondents	Percentage
Yes	35	70
No	15	30
Total	50	100

Source: Field survey data

Interpretation-out of 50 respondents 35 workers have accepted that attending training and development programmes boosted them to contribute more to the production and 15 workers feel that attending training and development programmes has not inspired them at work. It shows that training and development

programmes have influence on the employees’ motivation level.

**Hypothesis 3:** There is significant association between training and development programmes and employees satisfaction level

**Table 3:** The table showing Responses of employees on their satisfaction level after attending training and development programme

Opinion (Improvement in satisfaction level)	No of Respondents	Percentage
Yes	30	60
No	15	30
Neutral	05	10
Total	50	100

Source: Field survey data

Interpretation- table 3 states the Responses of employees on their satisfaction level after attending training and development programme. It is understood from the response of the respondents that training and development programmes have influence on the employees’ satisfaction level.

**Hypothesis 4**  
There is significant association between training and development programmes and productivity of employees

**Table 4:** The table showing the respondents responses on increase in their productivity after attending training and development programme

Opinion (Improvement in productivity level)	No of Respondents	Percentage
Strongly agree	20	40
Agree	15	30
Neutral	10	20
Disagree	3	6
Strongly disagree	2	4
Total	50	100

Source: Field survey data

The table shows the workers responses on improvement in employee productivity after attending training and development programmes. Out of 50 respondents 40%

strongly and 30 % agrees that training and development programmes have helped in improving their productivity. While 20% have neutral opinion and only 10% disagree.

**Table 5:** The table showing improvement of employee’s performance after the training programme

Opinion (Improvement in employee’s performance)	No of Respondents	Percentage
Strongly agree	20	40
Agree	15	30
Neutral	10	20
Disagree	3	6
Strongly disagree	2	4
Total	50	100

Source: Field survey data

Interpretation –table-5 shows that training and development programmes have improved the employees’ performance. The study reveals that nearly 70% of the workers view that training and development programmes have significant impact on their performance and 20% employees did not express any view on the role of training and development programmes on their performance.

**Findings and Conclusion**  
From the study it was found that training and development programmes have impact on the employees’ confidence, motivation, satisfaction and all these have positive impact on employees’ productivity. More than 65% of respondent employees feel that training and development programmes definitely helps the employees in their all-round development

and the employer organisations also benefitted from the training and development programmes.

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