

EMPLOYEE PERFORMANCE IS ENHANCED BY EFFECTIVE TRAINING

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ABSTRACT: An organization's profitability depends on staff productivity. Organizational managers and administrators should study the relationship between performance evaluations and professional development. Training and development programs boost engagement, security, morale, and job performance for everyone. Company administrators should evaluate staff performance methodically. This assessment should examine employee intrinsic motivation, extrinsic rewards, learning skills, innate abilities, and job attitudes. Companies that want to succeed in the global economy provide their employees with professional development and fair and accurate evaluations.

Keywords: *Employee Performance, Performance Appraisal, Employee Productivity, Organization Goals, And Performance Measure.*

1. INTRODUCTION

The staff members form the backbone of the company. A company's fortunes rise and fall in proportion to the caliber of its employees (Mwema & Gachunga, 2014). That's why it's so important for managers to understand how much a worker's level of education influences their output. Enhanced competence, expertise, and knowledge are the foundation of the company's competitive edge in today's global market. Despite the abundance of research in this area, it seems that organizational leaders still encounter holes and roadblocks in the realm of training and development in employee performance. This article's goal is to help readers understand the value of training and development programs for their staff, as well as the factors that contribute to their success, the best approaches to implementing such programs, and the rules and regulations that must be adhered to in order to ensure that they have the greatest possible impact on employee performance. Development opportunities, which ultimately enhance employee performance.

Employee Training and Development

Companies seek success by differentiating themselves from rivals in a number of ways. However, such parts want the services of educated individuals for their conception, development, installation, and upkeep. Businesses invest about \$126 billion annually in employee training and development (Jehanzeb & Bashir, 2013) despite the fact that many managers find it to be an overwhelming task. According to the Association for Talent Development's State of the Industry report, direct spending on training and development has increased for three consecutive years. Spending by businesses in 2014 was \$1,208; in 2015 it was \$1,229; and in 2016 it was \$1,252 (Miller, Ho, Frankel, Jones, & Bello, 2014; Ho, Miller, Jones, & Bello, 2015; Ho, Jones, Julien, & Body, 2016). The topics addressed by the money spent on employee training and development range from the bare minimum of what is required by law to broader, more general themes like customer service, sales, and interpersonal skills.

Businesses are showing they value employees who are willing to take on additional responsibility by investing in their training and development. According to Feldman (as described by Jehanzeb & Bashir, 2013), this requires a "emotional agreement," in which the employer and worker commit to cooperating to increase the loyalty of the former. Is there a clear definition of what is meant by "training and development"? Why do you need this? What options do we have? Where exactly does it shine? In what ways might credible sources support this effort?

Training and Development Conceptualized

Managers in Human Resources often take on a training and development function in order to reduce performance gaps (Elnaga & Imran, 2013; Nassazi, 2013). Business Dictionary (training, n.d.) defines training as a "organized activity aimed at imparting information and/or instructions to improve the recipient's performance or to help him or her attain a required level of knowledge or skill." Training comprises a sequence of planned and systematic actions that aim to increase skill, knowledge, and competency (Nassazi, 2013). Training, according to What is Human Resources (n.d.), is "the process of imparting essential skills, programmed behavior, in order for individuals to become aware of rules and procedures to guide their own behavior in order to accomplish their job effectively." Its widespread use can be attributed to training's ability to boost productivity at all levels of a company, from employees to managers to upper management (Elnaga & Imran, 2013). Training, in the sense of gaining information and abilities that help one reach one's objectives, is one definition of growth (Jehanzeb & Bashir, 2013). Long-term development can be seen of as an individual's general betterment in anticipation of future increased responsibility (Nassazi, 2013).

Intentions of Training and Development

Employees receive training and development on many different levels of a firm, and this helps them meet a wide variety of personal goals. According to Elnaga and Imran (2013), this kind of effort can reduce job-related anxiety and irritability. When one's efforts aren't paying off, it's easy to lose interest and enthusiasm for further work (Asim, 2013). Those who are unable to deliver as expected frequently leave their positions rather than face the disappointment of not meeting the company's expectations. Training and development programs not only help workers be happier with the results of their performance, but also help them build the skills necessary to do their jobs better. Gains in education and expertise boost efficiency and ensure a person's continued employment. Human resource planners should prioritize training and development programs to increase employee productivity and retention (Bapna, Langer, Mehra, Gopal, & Gupta, 2013). This training enhances participants' ability to make decisions, provide excellent customer service, deal with complaints, and feel more confident in themselves (Elnaga & Imran, 2013). Training and development programs help people adapt to new job roles and responsibilities. It's crucial for ensuring everyone in the company is contributing their best work (What is Human Resource.com, n.d.). According to Mel Kleiman (quoted in Jehanzeb and Bashir, 2013), the purpose of training and development is to "orient individuals and improve their managerial and operational skills." The training and development process should provide individuals with the requisite knowledge and framework to increase the possibility that they will successfully carry out the purpose and assist others in fostering a learning culture as part of the organization's strategic goals. Employers who provide their workers with the resources they need to accomplish a good job are rewarded with happier, more productive workers (Jehanzeb & Bashir, 2013).

2. REVIEW OF LITERATURE

To keep up with the ever-changing commercial and environmental contexts, organizations face certain constraints (Tai, 2006). It goes on to say that businesses should engage in training programs that teach employees to deal with market volatility and make good decisions under pressure. Training that works, for instance, aids in the process of organizational transformation by building and maintaining individual and team capacities (Valleet al., 2000). Employee turnover can be lowered as a result of this improvement in the company's ability to attract and retain top talent (Jones and Wright, 1992; Shaw et al., 1998). Furthermore, it demonstrates the company's long-term commitment to its personnel, which increases morale (Pfeffer, 1994). Youndteet al. (1996), Bartel (1994), Knoke and Kalleberg (1994), Huselid (1995), and Delery and Doty (1996) all agree that a competitive advantage can be achieved by an increase in personnel performance and organizational productivity.

Workforce performance-enhancing training and development programs. The goal of training is to help individuals reach their full performance potential. Training for subordinates could take several forms, such as one-on-one instruction, group projects, and collaboration with colleagues. When employees are motivated to contribute as part of a team, they put in more effort, which benefits the company as a whole. Companies can increase their competitive advantage by investing in their human capital, which in turn benefits employees' personal development through training programs.

Companies are obligated to provide such training for their employees in order to comply with the law (Jie and Roger, 2005). An employee's ability to think critically and creatively increases via training, resulting in better judgments being made more quickly and efficiently (David, 2006). In addition, it enables employees to handle consumers with dignity and resolve their issues quickly (Hollenbeck, Derue, & Guzzo, 2004). Confidence and output in the workplace are bolstered as a result of training since inefficient and unproductive methods of doing work are replaced with more successful ones (Svenja, 2007; Kathiravan, Devadason, & Zakkeer, 2006). According to Chiaburu and Tekleab (2005), "training" refers to "the deliberate process of teaching others a skill or set with the express goal of improving some aspect of work performance." The focus should be on developing those skills that are clearly crucial to the achievement of the group's stated goals. Training programs can help alleviate job-related stress and anxiety (Chenet al., 2004). Employees who aren't confident in their abilities to perform a job properly may choose to leave the organization rather than continue working there and providing subpar results (Chen et al., 2004; Kanelopoulos & Akrivos, 2006). As the gap between employers' needs and workers' abilities grows, job dissatisfaction rises among employees. Rowden (2002) claims that training can boost job satisfaction if the trainee's superior performance is recognized and rewarded by higher-ups in the organization. (Tsai et al., 2007) and (Rowden and Conine, 2005) report that employees who learn as a result of a training program exhibit both improved job satisfaction and superior performance.

3. EMPLOYEE TRAINING AND DEVELOPMENT METHODS

According to Nadler (1984:1.Sixteen), the purpose of human resource development programs is to help employees grow both personally and professionally, which in turn benefits the organization's ability to meet its current and future objectives. When it comes to training and empowering workers, organizations have a couple of options. Training that occurs while employees are conducting their regular tasks is called on-the-job training, whereas training that occurs outside of the workplace is called off-the-job training. Rotations and transfers between departments, classroom education, and mentoring are all examples of on-the-job learning opportunities. Some opportunities for education outside the realm of conventional employment are listed below. Training can be done at a desk or a bench, as stated by Armstrong (1995). A company's training approach will vary depending on several elements, such as (1) the company's overall strategy, goals, and resources; (2) the specific needs identified at the moment; and (3) the intended audience for the training (which might be a single employee, a small group, or the entire organization).

Job Rotation and Transfers

An employee's job rotation or transfer (McCourt & Eldridge 2003, 356) occurs when they are given new duties or are promoted to a new position within the same organization. When an employee moves abroad, for example, their behavior in one country may have consequences in the new place. Employees have a greater awareness of the institution's various functions and the unique challenges it faces in each region through internal rotations and transfers. The procedure is useful for the company because it will increase its competitive advantage by recruiting top-tier new employees.

Training and/or mentoring

Having more experienced employees teach less knowledgeable ones is one method for achieving this goal, as noted by a number of authors (Devanna, Fombrun, & Tichy 1984; McCourt & Eldridge 2003, 256; Torrington et al. 2005, 394, 395). Mentoring has many benefits, according to its proponents. Two of them are increased accountability and deeper relationships (Torrington et al., 2005, pp. 394-395). New graduates are typically paired with an experienced employee to act as a guide and teacher when they begin their careers. Even while the organization spends a disproportionate amount of energy on recruiting new staff, that doesn't mean they ignore their current workers.

Presentation

This is yet another method for training and improvement. This includes everything that happens during a company's new hire training and orientation. During this period, new employees receive an overview of the company's culture and values, as well as training in the essentials of their jobs. They are also informed of the current organizational culture, health and safety concerns, working conditions, processes, and systems, and

given an overview of the company and its working environment, including its working procedures, technological expertise, and place of job design.

Conferences

Multi-participant public performances are a common component of training and development programs. Many workers can respond to questions about the same topic at once, reducing costs. A few problems, however, make this strategy less than ideal: It can be difficult to train people since (1) they don't all comply at the same rate, (2) some people seem to grasp concepts more quickly than others, and (3) some people may end up utterly untrained.

4. EMPLOYEE EVALUATION METHODS

Shaout and Yousif (2014, pp. 966-967) gave ten examples of traditional and innovative methods for evaluating employee performance. Executives rank employees from best to worst depending on their performance. Each employee is assigned a score that indicates where they fall on a spectrum of performance based on a number of outlined characteristics. Managers use the Critical Incident Technique to record instances of unusual behavior on the part of employees and then brainstorm solutions. Managers use narrative essays as a form of employee evaluation to highlight a worker's strengths and areas for improvement based on the manager's appraisal of the worker's overall performance, skillset, credentials, and any suggestions for expansion.

In the management approach known as "management by objectives," leaders assess their staff members based on how well they achieve set goals, implement their strategies, and take feedback. Components of this methodical approach include strategic planning, objective setting, objective hierarchy, action planning, technique execution, control and evaluation, and subsystem, organizational, and management growth. By using numerical ratings and behavioral statements that identify each element of performance, leaders can compare and contrast employee performance against specified behaviors. Accounting and costing methods used to human resources are used by top management to assess workers' contributions to the company.

Group projects, computer simulations, fact-finding excursions, analytical and decision-making challenges, role-playing, and presentations are just some of the activities available to leaders in an assessment center, all of which are monitored by professionals. The impact of an individual's actions is measured by the collection of feedback from numerous sources, such as the immediate supervisor, team members, clients, colleagues, and the individual themselves. Degree 720: In this method, stakeholders outside of the organization (such customers, relatives, and suppliers) are asked for their thoughts on the company and its leadership.

Causes and Remedies for Performance Evaluation Failed Attempts

Leaders should remember the common flaws in performance assessments and work to address them. Several of the reasons are as follows, according to Nassazi (2013): Ineffective evaluations are common because managers typically lack the knowledge, evaluation abilities, seriousness, preparedness, honesty, sincerity, effective conversation with employees, precise terminology, and suitable incentive for performance. Managers worry that providing employees with feedback on their performance will lead to employees setting too low of standards for themselves, according to study cited by Long, Kowang, Ismail, and Rasid (2013).

The inability to collaborate, the stress placed on individual performance rather than team results, etc. The encouragement of short-term thinking and organizational politics, as well as the use of costly tactics for conducting and managing performance evaluation challenges and appeals. Through performance evaluations, managers can find out if their staff has performed their work efficiently and accurately, and if there have been any issues for the employees as a result of their efforts. Leaders shouldn't try to mold their employees into clones of themselves; instead, they should value each employee's unique qualities and treat them as assets. The most efficient application of such assets is crucial to the fulfillment of business goals. A manager's responsibility is to assist an employee in improving performance when that performance falls short of expectations (Kirovska & Qoku, 2014). Employee performance reviews are complex because of the wide range of outcomes they can have. On the other hand, it paints an accurate image of how well the employees are doing right now. Leaders with this outlook should consider a wide range of possibilities in their quest to increase productivity and realize the organization's stated objectives. While it may not be in their job description, many leaders are responsible for fostering the growth of their teams into skilled professionals who can contribute to the organization's mission.

5. CONCLUSION

Employees are a company's greatest asset since they have the greatest impact on customer happiness and product quality. If they aren't allowed room to develop professionally, they won't be able to do a competent job. Workers who have the resources and support they need to succeed in all areas of their jobs are more likely to stay put. Training and development can have a significant impact on employee performance, leading to gains in efficiency, output, job satisfaction, drive, and originality (Elnaga & Imran, 2013). In today's competitive global economy, a company's success hinges on its ability to recruit and keep top individuals on staff.

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