

## IMPACT OF TRAINING AND DEVELOPMENT ON EMPLOYEES' PERFORMANCE AND PRODUCTIVITY OF PRIVATE SECTOR TRANSPORTATION COMPANIES

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**Abstract:** *Impact of training and development was studied on employees' performance and productivity. Thorough literature review was done in order to get in depth knowledge about the topic and the work done till date. Data for the paper have been collected through primary source by the help of questionnaire. Quantitative study was done in order to analyze the data which was checked through statistical software to find the impact of training and development on employees' performance and productivity. There were two variables- Training and Development and Employees' performance and productivity, independent and dependent, respectively. Number of respondents were 254. Structured questionnaires were distributed to the employees. SPSS version 16 has been used for data analysis, Descriptive statistics were used for analyzing the data. The research methodology used were aligned with the objectives of research. This was inclined towards checking whether the Training and Development has any influence on Employees Performance and Productivity.*

*The result showed that there was significant relationship between the variables on the basis of Pearson correlation and Frequency distribution. Recommendations were given to the employees and future researchers in the end of the paper.*

*Keywords: Training, Development, Employees, Performance and Productivity.*

### Introduction

Central alert of every organization is to improve its performance but it can only be possible with the rigorous efforts and efficient performance of employees. Pertaining to the in-depth awareness, the performance management system came into limelight as a management development initiative to address and redress concerns, organizations had about performance.

Performance reflects when something thought is accomplished effectively. Organization performance is realized and is counted at different levels of organization. In fact, comprehensive process along with individual's effort vetting for the interrelationships among these will define the vantage points of the organization. In order to achieve overall goal of the organization, expected performance is mandated which in turn is grounded by the training and development processes as this benefits both the organization and individuals. Training

and development results in profitability by nourishing positive attitude in the employees for attaining organizational goal. This not only improves knowledge and skills, but also helps an individual in aligning their goal with that of organization.

Main objective is to focus on the improvement in the performance of individuals participating in training and development activities. Training prefers towards brushing up the skill in any particular domain or area required so that learning is achieved through it. Whereas, development refers to focus on overall and continuous effort towards improvement of organizational resource by which the people acquire, infer and utilized. All these efforts together improve performance and thus contributes towards the growth of the organization. Furthermore, training and development explains its impacts on the improvement of performance of the employees in the business setting, which is therefore have received a significant attention from the researchers.

### **Purpose of the study**

The main purpose of this study was to investigate the impact of training and development on Employee Performance and Productivity of Private sector transportation companies.

### **Literature Review**

#### **Training and development**

Training and Development analyzes the crux of with the acquisition of understanding, know-how, methodologies, and practices. In fact, training and development focuses on employees as they are the assets of organization and are required to improve performance at individual, collegial and organizational levels. With the zeal to enhance process of learning and capacity to take action, organizations are now becoming more conscious and particular with organizational learning and therefore collective development. Organizational development and learning, on the other hand, refers to the “efficient and continuous procedure to process, comprehends, interpret and respond to both internal and external information of a predominantly explicit nature. According to Easterby-Smith (1999), the evolution of the concept of organizational learning is main on priority on the hitherto idea that prior encouragements of learning are tended to its commercial significance and are lacking of experimental information on learning processes.

Advantageously, organizational learning, that focuses more on training and development tags several responses, and deals with the hovering of understanding, know-how, methodologies, and practices. These intellectual properties can be converted into an organizational as well as individual resource by the human resource that acquire, infer and gain, utilize them towards the achievement of the round the organization training and development (Armstrong, 2006).

Covering up the skills gap is a crucial area of human resource for organizations to continuously pamper and ponder over the market. Skills gap actually hampers both the productivity as well as competitiveness equally in organizational and operational levels. However, it's not easy considering that there are some particular works which require customization of skills and that not all newly hired employees acquire social skills aside from the basic skills.

Focusing on overall development of the organization hence is necessary for the existence and survival of modern organizations. Consistently, companies are investing on their employees thus they expect to take advantage of the human capital management.

Thereby, training and development is beneficial for both organization as well as the individual employees. Resultantly, training and development leads to improved profitability and/or more positive attitudes toward profit orientation, improves the job knowledge and skills at all levels of the organization, boosts the morale of the workforce and helps the employees identify and rely on the organizational goals (Sims, 1990).

### **Research Objectives**

- To identify the difference in the employees' competency levels as a result of training and development
- To examine the role of training and development in contributing towards the individual performance and productivity;

### **Research Methodology**

This study used quantitative approach. Questionnaires were used as the survey instrument. The Quantitative research is that which tries to find answer to a question through analysis of quantitative data, i.e., the data shown in figures and numbers ((Taylor, 1998).

### **Sample Size of the study**

Quantitative approach is used to calculate data through structured questionnaire. Subjects for the study consisted of 254 employees. The questionnaire was designed on Linker 5 Rating Scale (1=Strongly Disagree, 2= Disagree, 3=Neutral, 4= Agree and 5=Strongly Agree). To test the impact of the variables the data were analyzed through SPSS.

### **Data Collection**

The required information for the study was collected through questionnaire. The questionnaire used to allow the response of the respondents in a standard way, unbiased approach and objective oriented. The use of questionnaire provides the information to be presented in a numeric way. Questionnaire method also has several limitations, for example lackadaisical

attitude of respondents, non-attendance and lack of cooperation.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.690 <sup>a</sup>	.476	.376	7.42476
a. Predictors: (Constant),				

### Descriptive

	Min.	Max.	Mean	SD	Variance
Role of Training & Development in employee improvement	1.00	6.00	4.4737	.84022	.706
Role of Training and Development in bringing positive attitude in employees	2.00	6.00	4.5789	.71672	.514
Role of Training and Development in increasing job knowledge among employees.	2.00	6.00	4.4605	.82366	.678
Role of Training and development in teaching the techniques of performing a job to employees	1.00	6.00	4.4342	.88447	.782
Role of Training and development in enhancing the skills of job of employees	1.00	6.00	4.3289	.85461	.730
Role of Training and Development in increasing vitality of the job	1.00	6.00	4.1711	.85461	.730
Employers view point in determining training and development as waste of time and waste of money	1.00	5.00	1.7632	.93621	.876
Inclination of employers to give training to their employees	1.00	5.00	3.6579	.97369	.948
Role of Training and development for private employees	1.00	5.00	4.4079	.85131	.725
Training & Development increases competency of the employees	2.00	5.00	4.3947	.78450	.615
Employees morale gets boost up by Training and development	2.00	5.00	4.3289	.82281	.677
Stress level of the employees is reduced by Training & Development	1.00	5.00	4.0658	1.0371	1.076
Unskilled employees are less efficient than skilled employees	1.00	5.00	4.3421	.80916	.655
Performance and productivity increases by the ability of the employees	2.00	5.00	4.3421	.72208	.521
Enhanced competency of the employees increases by performance and productivity	2.00	5.00	4.1711	.70025	.490
High morale of the employees give better performance	1.00	5.00	4.3289	.85461	.730
Job knowledge helps in increasing the performance and productivity of the employees	1.00	45.00	4.7500	4.7472	22.537

Technique of job increases the performance and productivity	2.00	5.00	4.0132	.88684	.786
Positivity of the employees brings difference in performance and productivity of the employees	2.00	5.00	4.2895	.84563	.715
Performance and productivity greatly depend on T&D	2.00	5.00	4.1711	.80644	.650
Performance and productivity of the employees as well as of the organization can be increased by the help of Training and Development	2.00	5.00	4.1842	.85962	.739
Consumption of time and cost can be reduced by increase performance and productivity	1.00	5.00	4.0000	.93808	.880

### Regression

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3155.679	12	262.973	4.770	.000 <sup>b</sup>
	Residual	3473.005	63	55.127		
	Total	6628.684	75			
a. Dependent Variable: dep						
b. Predictors: (Constant),						

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	-7.256	8.986		-.808	.422
	Training & Development helps in employee's enhancement	3.049	2.142	.273	1.424	.160
	Training and Development brings positive attitude in employees	.643	2.179	.049	.295	.769
	Job knowledge increases in employees by Training and Development	.382	1.561	.034	.245	.807
	Technique of performing a job to employees can be enhanced through Training and development	-1.624	2.015	-.153	-.806	.423
	Skills of job of employees can be enhanced through Training and development	1.454	1.759	.132	.826	.412

Training and development can be considered important for job	.226	1.877	.021	.120	.905
Training and development can be considered as waste of time and waste of money by some of the employers	.150	1.151	.015	.130	.897
Training is given by many employers to their employees	2.536	1.110	.263	2.284	.026
Private sector transportation company employees needs training	.048	1.394	.004	.034	.973
Training & Development increases due to competency level of employees	1.798	1.561	.150	1.152	.254
Morale of the employees can be boosted through training and development	1.791	1.512	.157	1.185	.241
Stress of the employees can be reduced due to Training and Development	1.636	1.369	.180	1.195	.236
a. Dependent Variable: dep					

	Mean	Std. Deviation
Training & Development helps in Employees enhancement	4.4737	.84022
Positivity in employees come through Training and Development	4.5789	.71672
Training and development increases job knowledge in the job	4.4605	.82366
Technique of performing a job to employees is taught by training and development	4.4342	.88447
Training and development enhance the skills of job of employees	4.3289	.85461
Training and development are vital for job	4.1711	.85461
Training and development is considered as waste of time and waste of money by some employers	1.7632	.93621
Training is given by most of the employers	3.6579	.97369
Private sector transportation company employees is assisted by Training and Development	4.4079	.85131
Competency level of employees increases due to Training & Development	4.3947	.78450
Training and development boost up the morale of the employees	4.3289	.82281
Training and development reduce the stress of the employees	4.0658	1.03712

	Mean	Std. Deviation
Skilled employees performance and productivity is more than the unskilled employees	4.3421	.80916
Performance and productivity increases due to the ability of the employees	4.3421	.72208
Competency of the employees improves their performance and productivity	4.1711	.70025
High morale employees boosts their performance	4.3289	.85461
Job knowledge improves performance and productivity of the employees	5.2895	6.62081
Performance and productivity increase due to the technique of job	4.0132	.88684
Positivity of the employees increases performance and productivity of the employees	4.2895	.84563
Performance and productivity is influenced by Training and Development	4.1711	.80644
Performance and productivity of the employees as well as of the organization increases due to Training and Development	4.1842	.85962
T&D reduce consumption of time and cost and increase performance and productivity	4.0000	.93808

## Discussion

### Level of Significance

The tables demonstrates the result produced by linear regression on the data collected from 76 respondents through questionnaires. After applying the linear regression on the collected data to check the cause and effect relationship between the Training and Development (independent variable) and Employees Performance and Productivity (dependent variable) the above mentioned result has been drawn.

The probability of f-statistic shows the significance of the research. According to the standard if the p value is  $< 0.05$  so than it is significant. In this study the above given table demonstrates the p value is 0.000 which is  $< 0.05$  thus the model of the research is statistically significant. So the independent variable of the study, Training and Development, has significant relationship with dependent variable of the study, Employees' Performance and productivity.

The un-standardized value as illustrated in the above tables are independent variable Training and Development has a positive impact on Employees Performance and Productivity in this study.

## Findings

The findings of this study is supporting to other research papers on training and development. In line with this study it was established from their study that there is a strong positive relationship between training and performance.

According to responses training and development methods and activities brought new potentials for employees when performing task and resulted in increased performance and productivity.

- Descriptive statistics in the form of means as listed previously in table provides evidence that training and development are essential key variables that definitely lead to enhancement in performance and increased productivity.
- Inferential statistics generated tabulated statistics that shows the results of correlations Coefficients and regressions on the data collected from respondents through the questionnaire.
- Above result has been drawn after applying the linear regression on the collected data to check the cause and effect relationship between the training and development (independent variable) and employee's performance and productivity (dependent variables).
- So the independent variable of the study, training and development, has significant relationship with dependent variable of the study, employees performance and productivity.
- They concluded that effective and careful provision of training and development increases the overall organizational performance.

## Conclusion

Training and Development is an imperative tool of HRM. It is must for organization to get knowledgeable, skilled and capable employees for better performance, and employees will be than competent when they have the knowledge and skill of doing the task. Training and Development would provide opportunities to the employees to make a better career life and get better position in organization. In doing so, organizations efficiency would be increased. On contrary to this, employees are the resources and assets of an organization if they are skilled and trained would perform better than those who are unskilled and untrained. Comprehensive, the objective of this study was to find out the relationship between Training and Development and Employees' performance and Productivity.



### **Scope and Limitations of the Study**

The study is limited on the variables pertaining to training and development, particularly in the area performance and productivity. The study was undertaken to build up a cordial relationship between Training and development and interlinked performance because of it in the private transportation sector. Choosing few out of many companies was a challenge which was finally over-come by opting 6 companies representing the population. Studying multiple variables in a single paper was another upheaving challenge.

Based on aforesaid limitation, it is suggested to the future researchers that they can include different variables such as empowerment, capabilities etc. that correspondingly donate to performance and productivity, as these are those variables which the existing research cannot conceal.

### **Recommendations**

With the context of finding relation between training and development and performance of the employees and role of employers with effect to it are as follows:

#### **Recommendations for employers**

1. In influence manner training plays a positive role in the organization the policies about training and development should be, clear, objective, simple and should be communicated to the trainees.
2. The employer should have compulsory training programs for all employees in order to improve the knowledge and understanding of annual business strategy and objectives.
3. The employer should provide improved working conditions so that they become conducive to the transfer of learning.
4. Quality and relevant training and development programs should be organized by organizations in away to meet up with employees' expectation or improved productivity.

#### **Recommendations for Employees**

1. Training and development are proved significant in enhancing professional skills and ability of the employees.
2. Training and development need active participation of employees to strengthen their skills and knowledge
3. Employees should be provided with more and continuous training programs in order to reduce the cost of recruiting and training new staff members.
4. Employees should be provided with effective feedback after training is in order for employees to become aware of areas where they can best improve their performance.
5. Employees should be provided with effective training and development in order to reduce the cost and time spent by managers on supervising employees.

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