

**A Study On The Impact Of Employees Performance With On-Job
Training And Off-Job Training For Improving Productivity In The
Organization**

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Abstract- Study describes the training and methods to increase the efficiency of the employee. Highly trained and motivated employee is a valuable asset of every company.

The Resource Management has to spend a proportion of money and time to get a skilled and knowledge employee to perform well in the organization and also place them to get the challenges of competitive business environment. Employee increase the communication skill, interpersonal relationship and reduced absenteeism this increases the organizations reputation and the profitability. Further this paper recommends a conscious summary on the value of on the job training improve the performance of the employee. When the employee trained in the organization can get interpersonal relationship, employee motivation, new technological efficiency in process and innovation in strategies on its level. This work concludes along with commendation to on the job training for further research in pharmaceutical industry.

1. INTRODUCTION

As our country has a plenty of Manpower resources. These human resources has to be used efficiently for our organization, so to get a developed economy the valuable Assets of human resources or to be trained by an organization in a proper way to the growth and development of human integilience. As our education system is not providing adequate jobskill for placing a portion in the organization. So training is an essential element in bringing a tremendous change in the valuable human resource for the organizations growth. If the human resources are used efficiently the organization can achieve its goal by motivation the employee's. Organizations can his success by building a capable and efficient human resource. This high qualified human resource is an asset to the organization. By the skilled and trained employee can do the assigned jobs like planning, organizing, coordinating and directing to achieve the organization goals in a prescribed and efficient manner. So training is an important tool to increase the knowledge and talent of an employee to work efficiently and adopting themselves in the changing environment. Training is needed in all the levels of Hierarchy and it is also needed to the new and existing staff to update the knowledge in the about changing world in this modern world technological changes are fast and cannot be stopped as that the same employee skill and knowledge how to be updated by a well-planned training program.

2. LITERATURE REVIEW

In the fast pace changing world of companies and environmental uncertainty, organizational realize the limitation of dealing with new challenges.

- a. According to Alao (2010), formal management development programmer began to start in large organizations in 1940 and early 1950s. The rapid rate of increase in technology and social changes has made it imperative to the managers, employees and workers to handle the instruments in efficiently. The ever increasing sophisticated computer technology in recent years has really created way for management training to meet changing situation. Organization have to concerned in the development of all employees and these management position both to improve performance in their present job and to create a solid basis for those who are growing up.
- b. Cheng and Ho (2001) He says at analyzing the employee performance is one of critical situation of the top level management, according to the analysis the training will be provided to employees to accelerate the knowledge and skills in their turbulent environment.
- c. (Armstrong 2000) Organizations needs to spend more time and money in training the employees in order to motivate their skill and knowledge and learning of job-related competencies.
- d. According to Amir Elnaga & Amen Imran (2013) Training is an essential to the existing employee than to the new employee, existing employee is more adopted the work area. so creating Awareness to the tremendous increase in the technology make the employee to increases full capacity to hold future position in an organization. So investing in the training program can get high returns and competitive advantage to the organization.

- e. Elena P (2000) The Human resource management had taken a fastest growth to motivate and safeguard the employee through proper development programs according to their education qualification their own talent and their learning ability in building an employee to get the performance standard.
- f. Amir Elnaga amen Imran (2013) the study of the number of research gives an analysis that there is a between training and employee performance the study conducted to overcome the gap by analyzing the problem area of an employee by providing the exact training program so the training provided after analyzing sharpens the thinking ability, new idea, better decision and reduce time lag
- g. Obisi (1996) observed that the concepts of training and development are used interchangeably. However, it can be differentiated from the other. Training is for specific job resolve while development goes out there specific. Development shelters not only those activities which progress job performance, but also those which bring nearby growth of personality.
- h. While Abdul Hameed (2011), in their research paper related to employee performance and Development said that employee is the major division of every firm and their success and disappointment mainly based on their performance. The above explained literature is describing the merits of training and its positive influence on employee performance. If there is a appropriate planning for making the training actions then it will be productive for both the employee and for the organization as well.
- i. The further states that the firms should invest in training programs to make their employees competent enough to face uncertainties and take effective decision in time, in order to remain competitive in the market. Effective training is beneficial for the firm in variety of ways, such as, it plays a dynamic role in building and preserving capabilities,

both on separate and organizational level, and thus participates in the process of organizational change (Valle et al., 2000).

- j. Training not only increases the capabilities of the employee but sharpens their thinking ability and creativity in order to take better decisions in time and in a more productive manner (David, 2006). Moreover, it also enables employees to deal with the customer in an effective manner and reply to their complaints in a timely method (Hollenbeck, Derue and Guzzo, 2004).

3. WHAT ARE THE PURPOSES OF TRAINING

The purpose of Training can be explained as follows

- a. Quality of Work.

Training motivates an employee to be efficient in a specific area and develop employee skills. It enables an employee to increase the quality of work.

- b. Improve Employee Growth.

Employees who undergo training can increase the production. Imparting new skills helps in performance enhancement of the employees.

- c. Updated technologies.

Training indicates the employee to get more knowledge regarding the latest technologies and techniques. The employee gets updated with the latest technology and trend.

- d. Enlightening New Recruits.

New employees need to update their knowledge in their performance, techniques, reporting, time management and to get proper guidance in their work area with the help of training.

e. Risk management.

Employees have to train to know about the risks involved in job and a proper safety measure to be adopted through a proper training program. Training improves safety in the work place and avoids accidents.

f. Motivating Employees

An employee needs continuous development to move along the career path as per the career planning. Training motivates and instills organizational commitment.

g. Higher Productivity and Profits.

Efficient training improves higher productivity and more profits as the trained employee can apply more skills and techniques at works. It helps them do work at faster rate and complete it with high perfection.

h. Reduce wastages.

Trained employees can handle the instruments in an efficient manner. There is no possibility of damages to instruments and the machinery is all used at an optimum level. Cost reduction can be attained.

i. Supervision.

Motivated employees can perform their job efficiently need minimum supervision as they are educated about various aspect of job.

j. Creates Adaptability.

Trained Employees have a wider knowledge to adopt themselves to new technologies and new updating in the changing environment.

4. TRAINING METHODS

Various methods of training are used to train the employees. It is varying from one organization to another. Various factors like skill requirement, qualification of the candidates, cost and time availability and in-depth knowledge should be considered before adopting any given method. There are two principal methods of employee training which are used by the organization as given in the figure.1.

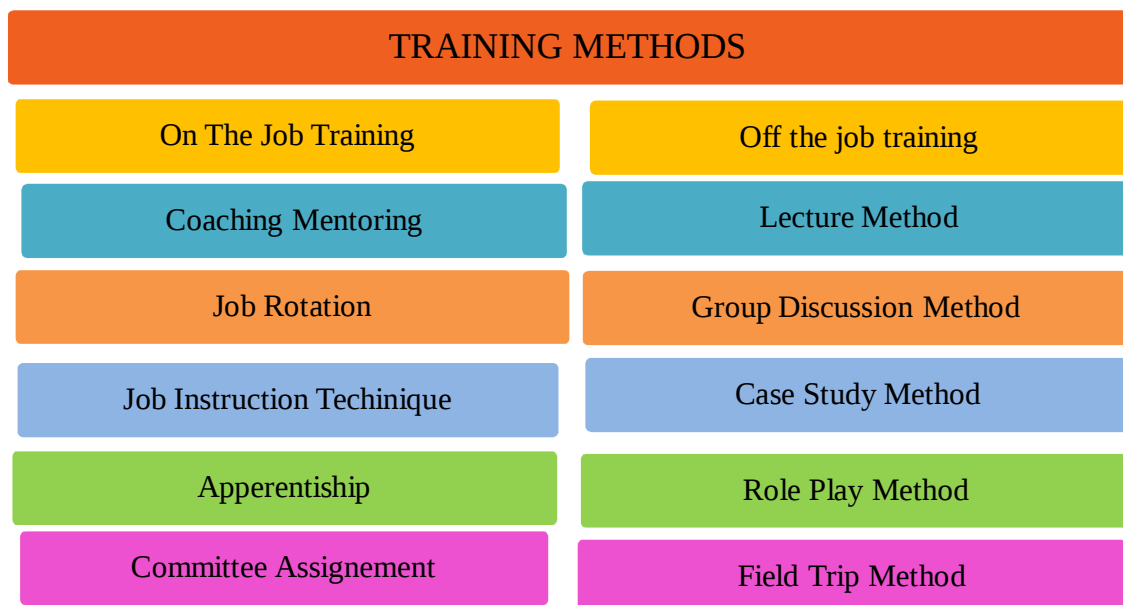


FIGURE.1. ON THE JOB TRAINING METHODS.

4.1. ON THE JOB TRAINING

On the job training is conducted on the workplace the employee learns the job in the actual work place. This training makes the employee to handle the machineries or instruments like what to do, how to do actual work environmentit makes the employee toadapt to the work floor and to get a better understanding about organizational objectives, principles and their goals

a. Coaching Method

The new employees are guided by his superior about the college needed to the given job. The superior give the step by step description of about the procedures to

handle this training also point out the mistake committed and the remedial measures and also clear the doubts then and there.

b. Mentoring Method

It is an inexpensive method of training. Experience employee area manager play the mentor. Used for managerial employee. It's the development of attitude of employee.

c. Job Rotation Method

Job rotation is very effective training method to broadening the knowledge of employee. Employee will be shifted in periodical basis from one job to another job or from one department to another department. In this the employee can knowledge in all the areas in their work floor.

d. Job Instruction Technique (JIT) Method

The employee gets trained by the instruction from the superior level like how to perform his job, its produces area and standardized output.it is shown in figure.2.

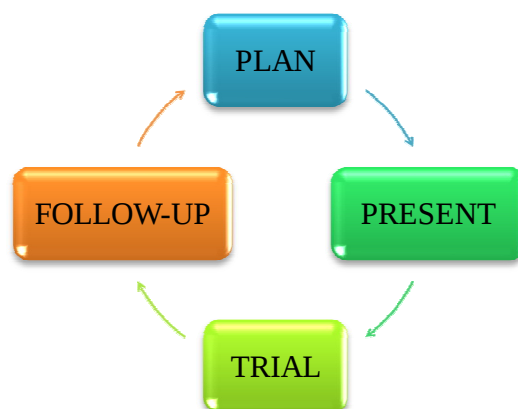


Figure.2. Job Instruction Technique

e. Apprenticeship training method

The trainers are trained by his senior worker workplace this training reduces the accidents and incidents super in the work area and also the damages caused to the missionary's or instruments and the time management technique in the work.

f. Committee leader assignment

The training of employee is assigned on particular issues in the organization to solve the problems in the work area employee has to work closely with other members and higher officials. By observing this they can gain knowledge and increase their decision making capacity

4.2.OFF THE JOB TRAINING

Off the job training is the training method where in the workers/employees learn the job in their actual work floor. Off-the-job training is provided to the new and existing employees for to know work place, where the workers are required to learn the skills and get well equipped with the tools and techniques that are to be used at the actual work floor.

a. Lecture Method.

The employees are given training through theories, principles and to apply the theoretical knowledge in any particular area. The lectures given to employees by oratorical skilled persons from Colleges, Universities, Consultancies, Institutions, Manufacturing concern, etc

b. Group Discussion Method.

The employees are divided into groups. Each group of employees has to discuss about a particular subject or one topic and after the deep discussion with their group members they have come with a solution. The group leader has to come out with proper solution.

c. Case Study Method

The employees are described a situations which stimulate their interest in the problemarea. They has to analyze a solution to the problem area with their acquired theoretical knowledge and practical knowledge .In short, the purpose of case study method is, to make trainee apply their knowledge.

d. Role Play Method

In this learning technique under the guidance of a trainer. The employee are provided the situations and assigned role. The employees will play the assign the role without any pre -prepared dialogues like How they react with customers, salesman, management, workers, etc this training increases the communication skill of employee and the decision making capacity on the given time.

e. Conference Method

The employee has to listen the lecture on specific topic, trainee can interact with the speaker and can clarify the doubts. This conference will also provide year audio visual definition to give your elaborate explanation to the training or employee.

f. Field Trip Method

Field trip is conducted by an organization of the actual site. The employees are grouped according to the levels. Employees can gather the knowledge by visiting other organizations. They can Learn learn the new technology in their organization. And also the coordination with the employee and worker, employee and manager, manager and with the superior. The rules, regulations and safety measures followed in their organization.

g. Vestibule Training Method

vestibule training is conducted by providing artificial environment similar to that

of the workplace. Employee will be given training in that artificial workplace to reduce the damages losses to the machinery

h. Demonstration Training Method

In this training the products is visually displayed and the demonstration will be made like how to handle the products. The trainer shows that how to perform the task and also make it clear by some explanations.

5. RESEARCH OBJECTIVE

The study is undertaken with the following objectives:

1. To study the importance of on the job training for employee performance improvement.
2. To study whether the performance of on the job training can improve the productivity of the company.
3. To study the importance in off the job training for employee performance improvement.
4. To study whether the performance off the job training can affect the productivity of the company.

HYPOTHESIS

Based on the objectives following hypothesis are set:

H0: There is no significant association between on the job training and increased productivity.

H1: There is a significant association between on the job training and increased productivity.

H0: There is no significant association between off the job training and increased productivity.

H1: There is a significant association between off the job training and increased productivity.

RESEARCH METHODOLOGY

DATA COLLECTION

Both primary and secondary data were used for this study. Primary data was collected through a pre- structured questionnaire, while secondary data were collected from various articles, books and also via internet.

SAMPLE DESIGN

The survey was carried out among 100 employees selected on the basis of Convenience Sampling.

LIMITATIONS OF THE STUDY

1. The study includes only 100 respondents, whose opinions are analyzed. Thus it is possible that the study would limit to the sample itself and perhaps not beyond it.
2. The study includes employees of only Chennai.

STATEMENT OF THE PROBLEM

Training is a method of improving the overall performance of the employee and the contribution made to the organization. Different companies follow different training methods to improve the performance of their employees. Since there is no uniform standard to assess the training of the employees, and the judgement of the superior plays a major role, the study tries to find if at all the job training meets its requirement and if at all the training methods of the organization hinders its real purpose.

SCOPE OF THE STUDY

The study aims to find out the perception of the employees training towards increased productivity. The data collection is restricted to Chennai. The data collected may vary based on the responses received. The sample size has been restricted to 100.

TESTING OF HYPOTHESIS

H0: There is no significant association between on the job training and increased productivity.

H1: There is a significant association between on the job training and increased productivity.

In this at least 20% of expected frequencies are less than 5.

On Job Training	Not Satisfactory	Satisfactory	More Satisfactory
Coaching Mentoring	1	5	10
Job Rotation	2	8	9
Job Instruction Training	2	7	15
Apprenticeship	12	5	2
Committee Assignment	2	7	13

Chi-square = 32.717

Degree of freedom = 8

Level of significance = 5%

Table value = 15.507

Since the calculated value is greater than table value, Alternative hypothesis is accepted.

Therefore: - There is a significant association between on the job training and increased productivity.

H0: There is no significant association between off the job training and increased productivity.

H1: There is a significant association between off the job training and increased productivity.

Off Job Training	Not Satisfactory	Satisfactory	More Satisfactory
Lectures	1	6	13
Group discussion method and case study method	7	6	5
Role play	6	5	10
Seminar / Conference field trip	5	6	12
Vestibule training programmed instruction E learning demonstration	6	7	5

Chi-square = 10.666

Degree of freedom = 8

Level of significance = 5%

Table value = 15.507

Since the calculated value is less than table value, Null hypothesis is accepted.

Therefore: - There is no significant association between off the job training and increased productivity.

FINDINGS AND CONCLUSIONS

The study was primarily conducted to know if the training program techniques followed in the organizations helps the employees to improve their efficiency and also in productivity. It was concluded that the employees do give importance to the off the job training methods and hence tend to focus more on their on the job work and provide their fullest possible attention in having a hands on experience on their own company with same equipment's and to get trained in the allotted time. Also, it was noted that the off the job training to the personal do not take into consideration while increasing the productivity. Hence, it can be concluded all organizations should follow some kind of on the job training method to improve the productivity of the employees and the organization.

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