



## **PERCEPTIONS OF EMPLOYEES TOWARDS TRAINING AND DEVELOPMENT: AN EMPIRICAL STUDY**

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### **ABSTRACT**

*Employees training help companies as well as employees to improve their performance. Hence, keeping this in mind, the companies are eager to go for the training programs for their employees with regular intervals and the management wants to know the perception of employees towards the provided training and development program. These training programs definitely result in skill enhancement, improved efficiency and productivity and growth opportunities for employees. This paper attempts to study the employees' perception about training and development programmes in the organization and to know the level of satisfaction of employees after attending their training and to offer suggestions and recommendations for successful implementation of training and development in the organization. This study was conducted after completion of a two weeks training program to know about the perceptions of the employees towards the training program organized for them. The data was collected through a structured questionnaire from 65 employees of the organization. The hypothesis was tested with Friedman Chi Square Test.*

### **Keywords:**

Training, Development, Training & Development, Friedman Chi Square Test, Perceptions of employees

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## **Introduction:**

Training and development is a function of human resource management concerned with organizational activity aimed at improving the performance of individuals and groups in organizational settings. Training and development can also be 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. We can make a distinction among training, education and development. Such distinction enables us to acquire a better perspective about the meaning of the terms. Training, as was stated earlier, refers to the process of imparting specific skills. Education, on the other hand, is confined to theoretical learning in classrooms.

Employee are called upon to exercise judgments and to choose alternative solutions to the job problems, training programmed seek to broaden and develop the individual through education. For instance, employees are required to make independent decision regarding their work and their relationship with clients. Hence, organization must consider elements of both education and training while planning their training programmed.

Development refers to those learning opportunities designed to help employees grow. Development is not primarily skill-oriented. Instead, it provides general knowledge and attitudes which will be helpful to employees in higher positions. Efforts towards development often depend on personal drive and ambition of employees.

## **Review of Literature:**

**T. N. Murty and Faiza Fathima (2013)** found that the training & development practices followed by public sector units have deep impact on workers psychology and motivate the workers towards their job in a commendable manner. They also found that the employees have positive attitude towards the training & development practices followed in public sector units. They perceive the training & development practice in a positive manner. Besides it has also been found that the perception and attitude of employees’ assume paramount importance in the context of present industrial scenario.

**John Benedict D. (2016)** concluded in his study that evaluation of training can be effective if the training itself is effective and appropriate. Testing the wrong things in the wrong way will give you unhelpful data, and could be even more unhelpful for learners. Evaluating retention of knowledge only, is a very limited form of assessment. It will not indicate how well people apply their learning and development in practice. It’s widely accepted that training and evaluating training are necessary components for organizational development and success.

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**Nishu Singh and Ashutosh Gaur (2014)** revealed that to make training more effective Healthcare requires to look at how training and development is associated with strategy of the organization and at which is being done to check out that all training programme are effective. They have also mentioned three important factors of training effectiveness i.e. motivation, attitude and emotional intelligence which are responsible in making training effective.

**V. S. Palaniammal et. al (2015)** concluded that training develops new knowledge and skills among employees. The new skills are valuable asset of an employee and remain permanently with him. The trained employee in greaves performs better and helps in increasing the output.

### **Objective of the study:**

The objective of the study is to know the perceptions of employees towards different aspects of training and development. It includes perceptions towards job knowledge, professional skills, internal and external trainers, organization goals etc.

### **Research Methodology:**

The research instrument used for the study is the structured questionnaire and it was designed on the basis of literature findings and inputs received from employees and management of the organization. In this study a 5 point Likert scale was used to measure the perceptions of farmers where 5 = Strongly agree, 4 = Agree, 3 = Neither agree nor disagree, 2 = Disagree and 1 = Strongly disagree. The sample size of the study was 65 employees who were working in different departments of the organization. The Null and Alternate hypotheses of the study are as follows.

**H<sub>0</sub>:** There is no significant difference in the importance employees attach to the various perceptions towards training & development for improving satisfaction level of employees.

**H<sub>A</sub>:** There is a significant difference in the importance employees attach to the various perceptions towards training & development for improving satisfaction level of employees.

### **Hypothesis Testing:**

Friedman Chi Square Test was used for hypothesis testing. The Level of significance is taken as 5% i.e. 0.05 and degrees of freedom is taken as 13.

### **Data Analysis:**

**Research Question:** Is there a difference in perceptions of employees towards training & development for improving satisfaction level of employees?

**Variables and measurement:** Employees were presented with 14 common perceptions of employees towards training & development for improving satisfaction level of employees. A list of these perceptions is presented below.

1. Training program improves efficiency.
2. Training program improves communication.
3. Training program improves promotion aspects.
4. Training program improves behavior and attitude of the employees.
5. Training program improves job knowledge.
6. Training program improves professional skills.
7. The internal trainers are very effective.
8. The external trainers are very effective.
9. The physical requirements and facilities provided during training were excellent.
10. The employees are well informed about the goals / objectives of the training program.
11. The training program has helped you to identify your strengths and to overcome the weaknesses.
12. Training has a demonstrable effect on the performance of the task or the achievement of organization goals.
13. There is much difficulty in applying the training program concepts in day to day work.
14. There is a value addition after attending the training program.

Further employees were asked to rate each perception on a 5 point Likert scale where 5 = Strongly agree, 4 = Agree, 3 = Neither agree nor disagree, 2 = Disagree and 1 = Strongly disagree.

**H<sub>0</sub>:** There is no significant difference in the importance employees attach to the various perceptions towards training & development for improving satisfaction level of employees.

**H<sub>A</sub>:** There is a significant difference in the importance employees attach to the various perceptions towards training & development for improving satisfaction level of employees.

**Level of significance:**  $\alpha = 0.05$

**Test Statistics based upon perceptions of employees towards training & development for improving satisfaction level of employees**

N	65
Chi-square	1312.641
df	13
Asymp. Sig.	.000

**Observation:**

$$\chi^2(13) = 1312.641$$

p value = 0.000

N = 65

**Conclusion:** Since p value (0.000) is less than level of significance (0.05), the null hypothesis is rejected.

Hence it is concluded that there is a significant difference in the importance employees attach to the various perceptions towards training & development for improving satisfaction level of employees.

In order to understand where the difference lies, we refer to the ranks table.

**Ranks table based upon perceptions of employees towards training & development for improving satisfaction level of employees**

Perceptions of employees towards training & development for improving satisfaction level of employees	Mean Rank
Training program improves efficiency.	10.41
Training program improves communication.	4.00
Training program improves promotion aspects.	7.37
Training program improves behavior and attitude of the employees.	5.94
Training program improves job knowledge.	11.62
Training program improves professional skills.	4.42
The internal trainers are very effective.	6.73
The external trainers are very effective.	9.31
The physical requirements and facilities provided during training were excellent.	3.69
The employees are well informed about the goals / objectives of the training program.	5.32
The training program has helped you to identify your strengths and to overcome the weaknesses.	7.37
Training has a demonstrable effect on the performance of the task or the achievement of organization goals.	9.80
There is much difficulty in applying the training program concepts in day to day work.	9.10
There is a value addition after attending the training program.	11.34

From the ranks table it can be seen that ‘Training program improves job knowledge’ tops the table with a mean rank of 11.62, whereas ‘There is a value addition after attending the training program’ has a mean rank of 11.34 and ‘Training program improves efficiency’ has a mean rank of 10.41. Hence it can be concluded that the top three perceptions of employees towards training & development for improving satisfaction level of employees are

1. Training program improves job knowledge.
2. There is a value addition after attending the training program.
3. Training program improves efficiency.

While bottom three perceptions of employees towards training & development for improving satisfaction level of employees are

1. The physical requirements and facilities provided during training were excellent.
2. Training program improves communication.
3. Training program improves professional skills.

### **Findings:**

- Most of the employees feel that there is a value addition in employees after attending such training programs.
- Most of the employees are satisfied with the training and development activities carried out in the organization. They also feel that there is still a lot of improvement can be done through training and development only.
- Focus of training should be on priority development needs and to produce strong motivation to bring changes in employees' attitude and behavior.

### **Suggestions:**

Different suggestions came from the employees while working on this study. They are as follows.

- There should be an induction form for the new recruits where they can express their satisfaction or dissatisfaction if any.
- A self assessment training needs form should be introduced wherein the employees can assess their training needs.
- The employees would like to have more reading material and games than just listening to the lecture.
- There should also be counseling of trainees, who could not grasp the topic well or who could not implement the learning well.
- Trainees should be rewarded for better performance during and after the training programs.

## **Conclusion:**

From the study it was concluded that the employees have positive attitude towards the training and development practices followed in organization. They perceive the Training and Development practices in a positive manner. Besides it has also been found that the perception and attitude of employees' assume paramount importance in the context of present industrial scenario. It was also found that the employees accept the training and development practices in a wholehearted manner.

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