

Role of Performance Appraisal in Motivating Employees for Training and Development Programmes to Enhance Professional Skills

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Abstract – In this paper we will study on training and development programmes of employees. The response of most frequently thought and important issue on why firms require policies and practices because; they deal with the major resource which is termed as human resource. Hence, it becomes inevitable for any firm to develop, communicate and enforce set of policies and practices that are acceptable to the firm. It then depends upon firm as for how they perceive these practices, as the role of practices should not be limited to draw the boundaries but to address and recognize people's needs. Now once firms are actually exposed to the matter that performance improvement is all about establishing the system of developing and meeting the employee's expectations. The present research also provides a thorough analysis of the influence or correlation between these hr activities with employee efficiency & organizational productivity.

Key Words – Training, Development, Employee Performance, Manufacturing Organizations

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1. INTRODUCTION

In serious worldwide business atmosphere, Information Technology (IT) companies accept that HR are their advantage and their employees drive them advance and encourage them in accomplishing the organizational target in the present innovative world. In light of this thought companies put a ton of cash in the training and development program for their employees to change their attitude in to idealistic mode and to engage their insight, specialized aptitudes and personal conduct standard (referred to in Wayne Cascio 1976 and Anton 2011). The greater part of the IT companies accept that improved aptitudes will assist employees with improving their individual performance and it prompts increment in the organization's productivity and investors' worth. Accordingly, IT companies burn through billions of rupees consistently for employee training and development software engineers'. The expenses are acquired for training which covers a wide range of training like formal just as casual, at work and off-the-job training. With this sort of enormous investment for their human asset, IT companies are interested, in knowing whether they understand most extreme profit for their investments, what sort of return they truly acknowledge, and what are the other open door costs (Hardeep Singh 2012). With the current financial development, IT companies need to mull over each investment and the profits they get.

Training is a lot of exercises intended to expand a person's aptitudes, information and experience. It brings attitudinal change among the employees, builds the job involvement, organizational commitment and job satisfaction and thus improves employee performance (Noorlizakaria et al 2006). The accomplishment of any training program to a great extent relies on the individuals who are distinguished for training. On one side, training could be of a more noteworthy worth when employees gain specialized aptitudes, information and capacities to improve their individual job performance and support organization's serious edge. On the opposite side of the coin, IT companies opined that it would be an extraordinary misuse of capital investment, if the specialized information and abilities procured during training are not straightforwardly applied in the job performance and/or kept up after some time to change over into higher productivity and better organizational performance to line up with primary goals of the business. That is the reason an effective exchange of training ought to be of a principal extent starting today, in which the IT companies spend enormous expense of expenditure in employee training (Qasimsaleem et al 2011).

There are many aspects involved in manufacturing of a product or providing service of particular product and for the same, we need human beings as well as machines to perform the aforesaid task. Since ancient

times, the role of human beings has been changing constantly before and even after Industrial Revolution. With the increased use of technology, one can make things simple and easy but with that one cannot avoid or ignore effective involvement of humans into the entire process. Though the use of machines and automation has increased, the importance of human beings has raised a lot and it's constantly going upwards. The role of humans has now taken a shift from physical part to intellectual part. Indian industries have been divided into many portions, but amongst all the sectors, IT-ITES industries have been successful enough to make the noise in the market of India since last 30-35 years.

1.1 Training

“Training will provide workers with the expertise & abilities they need to function more successfully, enabling them to deal with the unavoidable shifts in their jobs. Education is, though, just a "opportunity" for thinking. What is learned depends on many factors, including the design & implementation of training, the motivation & learning style of trainees, & learning climate of the organization. Corroboration now revealed that firms investing more in training would also show higher net sales per employee, gross profits per employee & market-to - book value ratio.

Training is a vital process, as workers continue to acquire new concepts & skills. “Action learning is a powerful form of training for organizational change because it develops management skills while discovering ways to improve the organization”⁸.

“Subsequently, some of the most often mentioned reasons for adults engaging in new learning are problems on the job, job/occupational changes, home and personal responsibilities, and competency at some hobby or recreational activity”.

1.2 Strategic Training and Development

Organizational Training & Development includes the creation & execution of training programs that have a positive effect on organizational performance. Tannenbaum (2002) presented among the most detailed guidelines for the strategic training & growth cycle.

1.2.1 The Strategic Training and Development Process (Tannenbaum, 2002)

Additionally, the latter model indicates to strategic process starts with the selection of the company plan. Second, strategic learning criteria, which relate to corporate preparation & growth goals to complement the company approach that has been defined. Thirdly, the functional learning imperatives are then converted into concrete preparation & growth programs, & then the final phase includes determining how curriculum has led to the goals of the company by the application of relevant indicators.¹ In comparison, the latter

paradigm suggests that training & growth could not be distinguished. All training activities will be specifically prepared, structured & analyzed in favor of corporate goals & priorities. Some scholars argue that much of the corporate growth & improvement efforts that have taken place in the last decade have been pragmatic as they will has highlight information management, professional learning & development activities that support companies improve their capacity to identify progress, respond & predict patterns (Kraiger & Ford 2006) ¹⁰; (Sessa & London 2006). Before initiating such training plan, the organization will determine the training. With respect to the evaluation of requirements, the focus is on aligning training programs to corporate plan and organizational constraints of the company. The training design also involves the development of intervention systems to support knowledge and also acquisition & transfer of skills, instead of on the development & performance of discrete training programs or techniques. Evaluation also is focus on displaying the organizational impact of training investment.

1.3 Manufacturing Organizations of India

Manufacturing sector in India is the source of high employment in India. It contributes about 24% of the Gross Domestic Product (GDP). The indicator of a healthy economy is the development of this sector for any country. The liberalization of the economy has opened new windows of opportunity for manufacturing sector. In manufacturing units raw materials are converted to finished products after applying human and machine process, which are then sold to consumers or customers. This huge process creates opening for large number of workforce with variable sets of skills. To align the job requirement with the human asset is the primary objective of HR practices. Manufacturing organization are engaged in manufacturing of machinery and equipment, electrical and metal products, cement, building and construction material, rubber and plastic products and automation technology products.

1.4 Introduction to HRM Practices and Employee Performance As Well As Organizational Productivity

Human Resource Management is all about practices, policies and different structures firms adopt to take care of the most important resource of the organization ie employees or human resource. HRM is about planned HR deployments and activities intended to achieve its goals as per Wright and McMahan (ii). More concisely, HRM is about how a firm uses the complete package of practices and policies in order to achieve effectiveness and better organizational performance. The present study is an insight into details of HRM practices and Performance linkages, as mentioned in Figure 1.1 which encircles the strategic linkage between HR practices and firm performance. Figure 1.1 shows the linkage between

HRM Practices and Firm Performance as developed by Guest et al (iii).

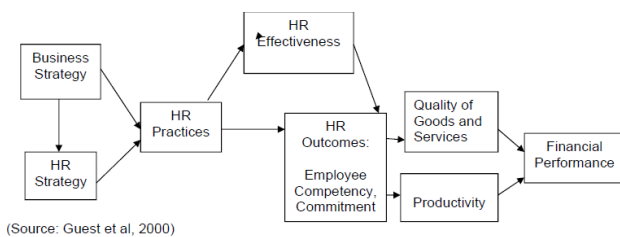


Figure 1.1 Model of Linkages between HRM Practices and Performance

Few models in the past have also been studied and developed as Harvard Model developed by Beer et al (1984) (iv), Michigan Model developed by Fombrun, Tichy, and Devanna (v). The present study is all about impact or linkages between HRM practices and Employee Performance as well as Organizational Productivity, here is very famous and widely studied model of the same.

1.5 Employee Retention: Meaning and Importance

Retention of employees has been a crucial topic in today's dynamic environment. Organizations are expected to establish plans for maintaining workers in order to deal successfully and efficiently with the loss of workers. The large loss in workers indicates that companies are missing a significant percentage in staff relative to the amount of workers they have recruited for a similar span of time. That also means that companies are unwilling to allow a fair range of workers to build a working atmosphere that allows staff to stay in the company. In the service organization, a high employee turnover rate is unacceptable because it adversely affects the organization in many ways, such as low employee morale, bad performance, low employee and corporate productivity, reduced revenues and significant revenue reductions due to reduced sales. Employee retention is described as an organization's ability to maintain its employees. Employee retention can be interpreted by means of the following example: if the employee retention rate is 70 per cent, it suggests that the company has retained 70 per cent of its workers for a specified amount of time.

Organizations will make sure to build and sustain a healthy working atmosphere that allows workers to remain with the company. Companies are required to recognize the talents and efforts of workers, and rewards and recognition must be given to employees to accept their sacrifices, as this is one of the main factors that can help organizations retain its employees. Rewarding and appreciation is not only the importance of a success for workers, but also motivates them to work ever more and to become more loyal to the company. A successful incentive and appreciation program will also allow an organisation to build a work

atmosphere in which workers feel appreciated or respected for their diligent work and achievements.

The high turnover rate of the workforce adversely affects the usual or day-to-day functioning of the organization. In addition to being a costly issue, the high unemployment rate of workers often has a detrimental effect on both the company and the workforce. On the one side, the turnover of employees directly affects the income and profitability of the organisation; on the other hand, it results in a low morale of employees and a poor working environment in the organisation. Employees who quit the company unexpectedly will be counterproductive to the organization's development and performance. Employee attrition impacts the company, particularly as workers exit the organisation in a brief amount of time, as this involves spending more resources in the recruiting of new staff, the hiring phase and the preparation of new employees. Throughout fact, the loss of workers often results in an rise in the workload of staff and a decreased efficiency of employees as well as of the company.

Company should differentiate between efficient or active workers and non-productive workers or employees who do not contribute to the accomplishment of the goals and priorities of the organization in order to establish successful methods for the maintenance of employees. It is also important that the management understands the significance or interest of workers and executes employee engagement measures in the most successful way, ensuring that workers may stay in the company and do their utmost to achieve the optimal outcomes that are required for the growth and advancement of the enterprise. In basic words, retention of workers relates to the introduction of different procedures and strategies that enable staff that stay with an company for a prolonged period of time.

2. REVIEW OF NUMEROUS STUDIES PERFORMED IN THE FIELD OF EMPLOYEE ATTITUDE TOWARDS TRAINING & GROWTH & ITS CORRELATIONS

Studies Conducted in 2014

Tiwari, U (2014), said that preparation to empower workers with the expertise they need to carry out their jobs. Production is the development of workers at all levels of management in a coordinated and structured cycle. The primary goal in preparation and learning is to enable the most practical use of the expertise of workers. The present research attempted to analyze the effect of the training and improvement programs on the performance of the workers of the Madhya Pradesh Electricity Board (MPSEB). The analysis shows the effect of the training & improvement system on the productivity of workers, which was introduced to be successful at MPSEB. The average score & percentage of total 20 objects is estimated at

3.62 (65.5 per cent). Nwibere, BM (2014) explores the collaborative association among work participation, job satisfaction, organizational commitment to citizenship (OCB) & organizational commitment with employees of Nigerian universities. The research samples consist of two hundred & ten academic staff members (210), from five universities operated by the Federal Government in the Nigerian Delta Region. The analysis used both quantitative (questionnaire) & qualitative (interview) data. The Multiple Regression Model using the Statistical Software for Social Sciences (SPSS) version 18 was used for data processing. The results showed that work engagement had a very positive and important association with OCB and organizational contribution. Although the relationship between workplace engagement and work satisfaction among employees was indeed positive, it was still low. Equally, career satisfaction

It has been seen to have a productive and important association with OCB and organizational engagement. Finally, an operational contribution has been seen to have a productive and meaningful association with OCB. Based on the aforementioned observations, it was established that when an individual maintains a favorable disposition towards one dimension of the work depend on personal experience (e.g. workplace involvement), like individual is more probable to react favorably to certain relevant facets of the work (e.g. career satisfaction, organizational engagement, OCB & organizational loyalty). Employees who are interested with their jobs, for example, are likely to be happy with the task, to be loyal to their organisation &, definition, to demonstrate OCBs. Likewise, a worker who is unhappy with their jobs can become less interested in the job, less dedicated to their company & organisation & neglect OCBs. Many organizational effects of these results have been addressed.

Solanki, K. (2014), study centered on emphasizing the value of various forms of variables, such as tangible, non-monetary rewards, career development, work atmosphere and their interaction with the participation of workers. It has been found that the worker may or may not have any connection with the factors listed above. The analysis of the variables listed above in relation to the participation of employees in employment is very relevant in the sense of the UAE, as the researcher assumes that not many studies have been carried out on this topic & this thesis would help to examine employee perspectives on monetary, non-monetary rewards, career satisfaction, work culture and their connection with the involvement of employees in jobs. The purpose of this research, Rashidi, R.P. et. al. (2014), is to understand the relationship among variables of organizational engagement, job participation & organizational citizenship. The sample population comprised 1,276 workers of the gas industry in the province of Khuzestan, and 296 respondents were chosen according to the Cochran method. OCB questionnaires to gather data

Podsakoff et. al. (1990), Allen and Meyer's organizational engagement (2010), Patrick 's job participation, EZ (1984) were included. For the analysis of the details, Lisrel 8.80 & spss16 have been used, & impacts of the auxiliary conditions & Pearson correlation coefficients have shown that there is a favorable partnership among organizational commitment & function, function cooperation & organizational citizenship, and job satisfaction & direct citizenship.

Lubakaya, C.W. (2014), study examines key variables that influence the participation of the workers, such as inspiration, personal conditions, preparation and task characteristics. It first discusses background details on job engagement and short background information on the institution under review, Nzoia Sugar Company. The question declaration illustrates that study is to be carried out. Four goals are defined in order to accomplish the key goal of the analysis. The literature review on workplace engagement is addressed at length.

Theoretical and layout system for science. The hypotheses and models important to the thesis are mentioned here. The analytical structure is then introduced and the independent variables are discussed. This is accompanied by a criticism of analysis, found deficiencies in analysis and a suggestion for a potential report. The nature of the work utilized is a case study. Both qualitative & quantitative forms of study are included. The study community and the target workforce of four hundred workers are included. Both main & secondary data was gathered in order to fulfill the objectives of the analysis. Questionnaire is the analysis tool used. Quantitative data obtained shall be evaluated using a systematic statistical process. Frequency means & standard deviations shall be defined as suitable statistical methods. Qualitative approach is evaluated using a coding & information processing methodology. Data review and presentation of study outcomes was performed in order to summarize, explain and express the conclusions in a practical way. Statistical methods such as ratios, bar charts, pie charts have utilized to display relation in this study. In addition, a review of the results, guidelines to promote potential work & detailed interpretation on the goals of the analysis are presented.

Studies Conducted in 2013

Muhammad Nda, M. (2013), the examination centers that training has develop into the popular expression in the dynamic serious market condition. Human capital separates an extraordinary association from a decent one. Associations putting resources into viable training and development for human asset will in general accomplish both short long haul benefits. These investigations current a writing audit on the huge of training & development on employee productivity. Employees will in general become total, & along these lines making the require to adjust to the

constant learning & refreshing of the aptitude & information significant, due to the organizational, innovative & social elements. Therefore, with the end goal for associations to accomplish ideal comes back from their investment, there is basic need to successfully oversee training & development programs. In any case, the most crucial resource of each association under solid and dynamic rivalry is its human capital. Training & development is an instrument that guide human capital in investigating their mastery. Subsequently training & development is essential to the productivity of association's workforce.

Fawad Latif, K. et. al. (2013), the specialist have recognized that training got by employees contributes in accomplishment of job satisfaction. Information from the respondents were exposed to examination utilizing the factual programming SPSS. Free Sample T-Tests, One Way ANOVA, Correlation, & relapse investigation was utilized to test the examination questions. Different aspects of generally speaking job satisfaction was found to have a critical optimistic relationship with one another that outcomes in a huge relationship among by and large training satisfaction & employee development part of job satisfaction. The Study recognizes an essential fixing to the making of job satisfaction among employees in a business world driven by learning & sharing of information. The examination features the requirements of business to focus on building employee limit and concentrating on employee development to accomplish job satisfaction & production of upper hand for the business association. Where a significant part of the exploration is centered around training & its impacts on in general job satisfaction, examination has centered around the employee development part of job satisfaction.

Maurya (2013), this examination review manages issues of open division employee hands on training from the job satisfaction perspective in the current Indian situation, wherever the open segment & private part are neck to neck rivalry. This examination looks at the degree of job satisfaction and its key execution & suggestions towards the maintenance of the employees and the development HR of the association specifically and the general public when all is said in done. In this examination, our focal consideration has made to secure scores on position satisfaction file (JSI) for employees of all frameworks officials, chiefs & laborers of an open division association. Which proposed here that open segment employee in official's classification has scored 53/100 on Job Satisfaction Index though the chiefs of open area employees have scored 116/200. The laborers of open area employee have scored 465/700. The composite mindfulness file of open area employees is 634/1000, which is 63.4 percent. This investigation depends on the examination directed in the area of chose open division associations. To the extent the administration/open area employees are apprehensive, the constituent respondents are essentially from Indian Railways, Indian Defense Services, Gujarat State Electricity Board, Gujarat

University and its Constituents College's instructing & non-showing staff, banking segment employees and so on. The specialist have inspected the satisfaction level of the employee of chose open area associations, 200 employees in the officials, chiefs and the laborer's classification were chosen dependent on proportionate, purposive and arbitrary testing procedure. By following this procedure an example of 20 officials, 40 administrators and 140 laborers were gathered, from different Public Sector Organizations of India.

CONCLUSION

Training and Development takes many forms, However, when consciously integrated with the overall business agenda, it may have a significant effect on the degree of efficiency, success and engagement of employees. Everyone will believe that productive companies today view workforce preparation and growth as an imperative expenditure. Training days are long gone as teaching has to be carried out in a manner that provides people the knowledge, expertise and inspiration they need to do their job well and reach their goals. Organizations are continually focused on delivering the best preparation and the best employees at the right moment. The basic function of HR is to ensure that there is always sufficient supply of manpower for all the position with the idea of right man in right place. The HR policies and systems should be clearly disclosed to the employees.

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