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- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

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- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

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- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

**CONFERENCE PAPERS**

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19-23

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- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

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# A STUDY ON OVERALL IMPACT OF TRAINING AND DEVELOPMENT ON JOB PERFORMANCE, MORALE OF EMPLOYEES AND TO REDUCE THE EMPLOYEE RESISTANCE TO NEW TECHNOLOGY

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## ABSTRACT

*Training and development of employees in an organization is one of the fundamental operating functions. An employee training is a process, which helps the employees to learn the skill, knowledge, behavior and attitude that is required to carry out his job effectively. The purpose of this study is to identify skill needed by future trainees and to develop those specific skills and knowledge among the trainees. Training always plays a very important role to the employees because of greater job security and opportunity for advancement. This study titled "A study on the impact of training and development on employees at Auma India Pvt. Ltd" is to know and measure the skill, knowledge acquisition and attitude of the employees at Auma India Pvt. Ltd, Peenya that in turn helps the employees to perform better. This study also helps the company to analyze its quality work in the industry and to find a way to improve its existing level to its excellence level.*

## KEYWORDS

training and development, job performance, morale, employees, employee resistance to new technology.

## 1. INTRODUCTION

The main objective of this article is to identify impact of training towards the newly appointed employees and on the existing employees at the organization. The total sample of 100 is considered and the data is collected through the primary data in the form of questionnaires. Suggestions have been made by using Chi-square statistical tool. The project report gives an overview of the organization functions, service profile and findings and suggestion for the future training program in the organization

## 2. STATEMENT OF PROBLEM

To find the overall impact of training and development on job performance, morale of employees and to reduce the employee resistance to new technology

## 3. OBJECTIVES

1. To study the change in behavioral pattern of the employees due to training
2. To study the change in performance and morale of employees after training programme
3. To examine the effectiveness of training in overall development of skills of workforce

## 4. NEED FOR TRAINING AND DEVELOPMENT

Training is not only important from the organization point of view but also for the employees. Training is valuable to the employees because it will give them greater job security and opportunity for advancement.

The need of training arises in an enterprise due to following reason: -

- Changing technology-technology is changing at a fast pace. The workers must learn new technology to make use of advanced technology.
- Quality conscious customers –Customers requirement keeps on changing.to satisfy customers' quality of products must be improved.
- Greater productivity-it is essential to increase productivity and reduce cost of production for meeting competition in the market.
- Stable workplace- training creates a feeling of confidence in the minds of workers. It gives them security at workplace.

## 5. SCOPE OF STUDY

The development of any organization depends on the employees. For organizational productivity training and development assumes great significance

- The study is conducted to know the level of knowledge and skills given to the employees in the organization
- This will help the management to know the satisfaction levels of employees and they can take measures to increase productivity.

## 6. METHODOLOGY

The value of any research design lies in its methodology, which is way to systematically solve research problems

### RESEARCH DESIGN

This study is conducted for definite purpose with the help of a structural and personal interview to gather primary information as much as possible; hence the most appropriate research design for the study is descriptive research design

### DATA COLLECTION

Survey questionnaire method is used for the purpose of data collection

### SOURCE OF DATA

Primary data: it is the internal data about working of HR department gathered from the organization

- Interview
- Data collected through feedback forms by the employees

Secondary data

- Magazines, journals, brochures, etc.
- Websites of the company
- Books



**SAMPLE SIZE**

The number of respondents is 100 who are employees of Auma India. Sample is a part of the group the main goal is to make inferences about a population from a sample

**SAMPLE METHOD**

Researcher used Random sampling method for this study

**7. LITERATURE REVIEW**

- **Paul Lewis, William j Roth well, lindamillar, 14.2010.** This article says that the effective use of human resources is seen as a perquisite and the training and development of employees is important. The growth of training and development as an academic subject reflects its growth in practice
- **Department of psychology and institute of molecular biology** and sackler institute for developmental psychobiology –new york; august 9 2005. This article tests training effects on people of different age group.
- **Lane Randle California museum of science and industry, los angels-** This article identifies useful and feasible methods to meet training and development needs. Finally, it suggested that informal science learning is understood as a collective entity. Main focus is on learning activities
- **L.b.oio and D.A olanivan, 2008.** This article examines the impact of training and development on the performance of home economics teaching schools importance. The study revealed among others that and development has a positive impact on the performance of home economics teacher
- **Braid, liayd, grith Darrell, john; 2003.** This article focuses on concept that training and development strategies require remodeling due to globalization and fast moving business. In order to enhance performance with less cost and development, certain framework has to be well defined and changed
- **Ann. P. Barte.** This article explains how to help organizations retain productive workers, maintain high employee morale, and foster understanding and harmony among culturally diverse workers, and it says diversity training has become one solution, with widely different results.
- **Campbell, John P.** Developments in learning, motivation, and attitude theory are discussed, with particular attention being paid to the theory and techniques of behavior modification and to General Systems Theory. Computer-assisted instruction and methods for training disadvantaged applicants are discussed.
- **NEILL MARSHALL** is lecturer, in the Centre for Urban and Regional Development Studies at the University of Newcastle upon Tyne, England. Cecilia Wong is lecturer in the department of planning and landscape at the University of Manchester, England. This paper examines the impact on firms of the management training and development provided as part of the Business Growth Training
- **Jane Bayan Cardiff Business School, UK** This article explains the relationship between training and growth in small manufacturing businesses. Research on training undertaken at the macro-level highlights a series of earnings and productivity returns; understanding of the relationship between training and performance is complicated.

**8. LIMITATION OF THE STUDY**

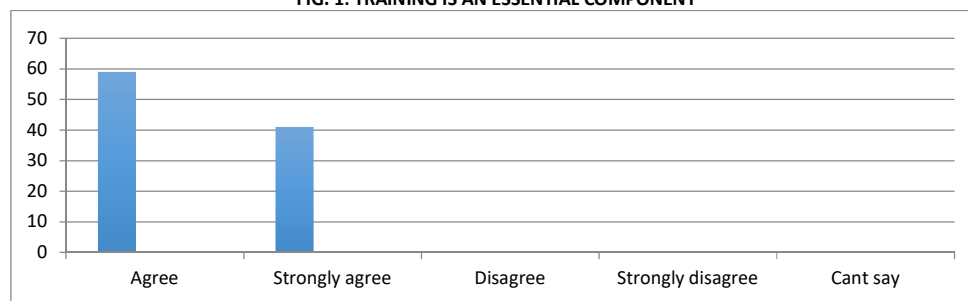
- The organization is very large and consists of various departments. So all departments could not be covered in sample size
- The time limit is considered to be a big constrain
- Certain information which is confidential is not provided by the company

**9. ANALYSIS AND INTERPRETATION****TABLE 1: TRAINING IS AN ESSENTIAL COMPONENT**

Opinion	No of respondents	Percentage
Agree	59	59%
Strongly agree	41	41%
Disagree	0	0%
Strongly disagree	0	0%
Cant say	0	0%
Total	100	100%

**Observation**

The above table shows clearly that out of 100 employees, 59% employees feel that training is an essential component, 41% of employees strongly agree that training is an essential component.

**FIG. 1: TRAINING IS AN ESSENTIAL COMPONENT****Inference**

It can be inferred that it is according to the perception of the different individuals with different background. From the above it is clear that 100% of employee feels training is an essential component, since it improves their performance level

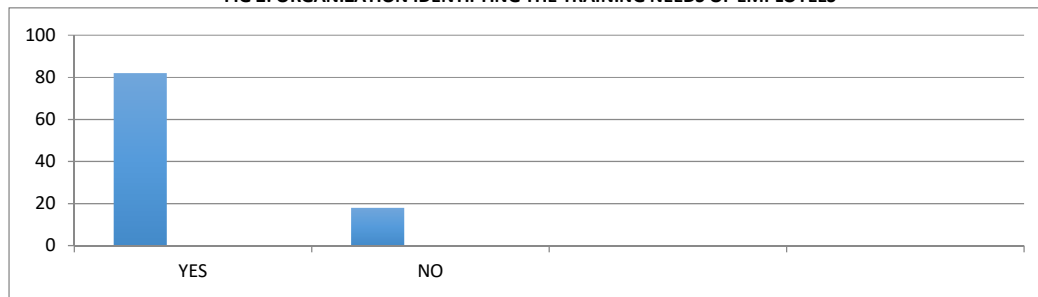
**TABLE 2: TRAINING NEEDS FOR THE EMPLOYEES ARE IDENTIFIED BY THE ORGANIZATION**

Opinion Op	No of respondents	Percentage
Yes	82	82%
No	18	18%
Total	100	100%

**Observation**

From the above table it is clear that out of 100 respondents, 82% of employees feel that organization identifies the training needs and 18% of employees feel organization does not identify training needs for the employees.

FIG 2: ORGANIZATION IDENTIFYING THE TRAINING NEEDS OF EMPLOYEES

**Inference**

As individual perception differs from each individual the training need also differs. From the above it is clear that the organization provide significant importance to identify the training needs of the employees.

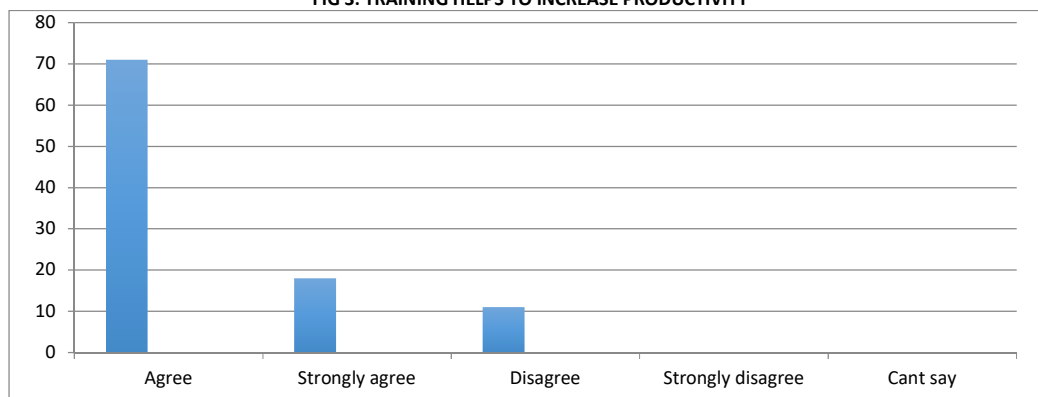
TABLE 3: TRAINING PROGRAM HELP TO INCREASE PRODUCTIVITY

Opinion	No of respondents	Percentage
Agree	71	71%
Strongly agree	18	18%
Disagree	11	11%
Strongly disagree	0	0%
Cant say	0	0%
Total	100	100%

**Observation**

From the above table it is clear that out of 100 employees, 71% employees agree that training is an essential component, 18% of employees strongly agree that training is an essential component and 11% of employees disagree with the statement that training helps to increase productivity of employees.

FIG 3: TRAINING HELPS TO INCREASE PRODUCTIVITY

**Inference**

As employees handle different work in the company the need for training varies from individual and as well as it also depends on the individual perception. From the above data it is clear that 70% of employees feel that training increases productivity

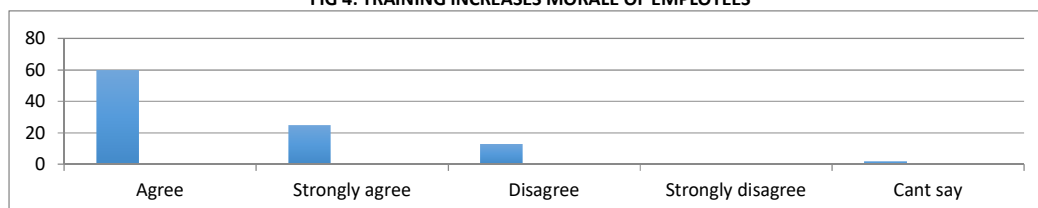
TABLE 4: TRAINING PROGRAM HELPS TO INCREASE MORALE

Opinion	No of respondents	Percentage
Agree	60	60%
Strongly agree	25	25%
Disagree	13	13%
Strongly disagree	0	0%
Cant say	2	2%
Total	100	100%

**Observation**

From the above table it is clear that out of 100 employees, 60% employees agree that training helps to increase morale, 25% of employees strongly agree and 13% of employees do not agree that training increases morale.

FIG 4: TRAINING INCREASES MORALE OF EMPLOYEES

**Inference**

From the above data it is clear that training has an impact on the morale of the employees. More than 95 % employees agree that training has impact on morale of employees.

**ANALYSIS OF CHI-SQUARE**

Ho: Training and development program does not help to increase morale

Ha: Training and development program help to increase morale

N: Total frequency= 60+25+13+0+2=100

Np: 100/5=20

**TABLE 5**

Opinion	No of respondents	Percentage
Agree	78	78%
Strongly agree	21	21%
Disagree	0	0%
Strongly disagree	0	0%
Cant say	1	1%
Total	100	100%

**TABLE 6: AFTER THE TRAINING PROGRAM PERFORMANCE OF EMPLOYEES HAS INCREASED DRASTICALLY**

Parameters	O	E	(O-E)	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> / E
1	60	20	40	1600	80
2	25	20	5	25	1.25
3	13	20	-7	49	2.45
4	0	20	-20	400	20
5	2	20	-18	324	16.2
Total	100				119.2

Where O= observed frequency and E= Expected frequency

DF (V)=5-1=4

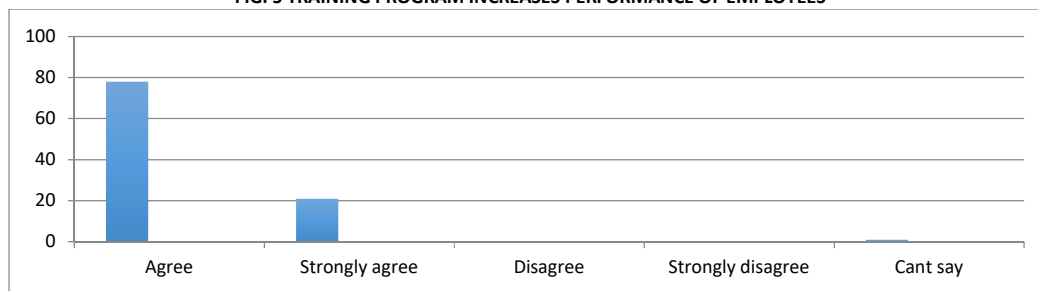
Chi<sup>2</sup>(0.05) (Tabulated value)=9.488 < Chi<sup>2</sup> (Calculated value)=119.2

**Inference**

Since calculated value of Chi<sup>2</sup> is greater than the tabulated value, it is considered to be significant. There is significance difference and Ho is rejected at 5% level of significance and thus can be concluded that training program help to increase morale.

**Observation**

From the above table it is clear that out of 100 employees, 78% employees agree that training helps to increase morale, 21% of employees strongly agree that training has resulted to drastic increase in performance of employees.

**FIG. 5 TRAINING PROGRAM INCREASES PERFORMANCE OF EMPLOYEES****Inference**

Performance of employees differs from one employee to another on the basis of individual capability. From the above data it is clear that large number of employees feel that training helps them to increase their performance

**ANALYSIS OF CHI-SQUARE**

Ho: Training and development program does not help to increase performance of employees

Ha: Training and development program help to increase performance

N: Total frequency= 78+21+0+0+1=100

Np: 100/5=20

**TABLE 7**

Parameters	O	E	(O-E)	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> / E
1	78	20	58	3364	168.2
2	21	20	1	1	0.05
3	0	20	-20	400	20
4	0	20	-20	400	20
5	1	20	-19	361	18.05
Total	100				226.3

Where O= observed frequency and E= Expected frequency

DF (V)=5-1=4

Chi<sup>2</sup>(0.05) (Tabulated value) = 9.488 < Chi<sup>2</sup> (Calculated value) = 226.3

**10. FINDINGS**

With the help of analysis made, the following findings are obtained.

- Large number of employees find that there is healthy environment at the work place
- Modern method of training is provided to employees as per their needs
- Maximum employee undergoes training program when they are newly recruited, which may be because the training needs differ from one individual to other and from one job to other
- From the data it can be inferred that all the employee feels that training is an essential component because it helps them to increase their performance level
- Utmost number of employees are satisfied with the training and development programs given to them

**11. SUGGESTIONS**

- Advanced training methods is required for the production department
- Training program design are required to be more effective
- Training is a continuous process i.e. it should be conducted at regular intervals
- Training duration should be less and the details explained should be precise and accurate
- There must be structured training program in addition to general training

**12. CONCLUSION**

Training the employees in an organization is not a great deal but identifying which area an employee has to be trained is important because of rapid changing market and technology. Training helps the employees to adopt with the work culture of the organization. Without training newly recruited employees may find it difficult to survive in the future

In this study it was analyzed that the employees in the organization is satisfied with the training program conducted.

The training program not only helps the employees to know about their job but also to be more creative and proactive in their work which results in the organizational development.

Training helps employees to improve their productivity and also enhances their present skills. It also helps employees to develop their inter personal and intra personal skills and even to improve their quality control techniques. Training has to be given to every employee after identifying his or her needs. Hence training is very useful to employees.

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