IMPACT OF TRAINING AND DEVELOPMENT AS A VITAL INSTRUMENT FOR BOOSTING MORALE AND PRODUCTIVITY AMONG YOUNG EMPLOYEES

Ankita Singh

ankitasingh54535@gmail.com
Officer - HRSSC
Welspun Transformation Services Limited

ABSTRACT

Training and development are critical components of human resource management that play a vital role in enhancing the skills, knowledge, and capabilities of employees. In today's highlycompetitive business environment, organizations are continually seeking ways to improve employee morale and productivity. One way of achieving this is by investing in employee training and development programs. Based on a sample size of 200 respondents collected via a Google form this research examines the impact of training and development on employee morale and productivity, with a particular focus on young employees. Using a qualitative research approach.The study found that training and development programs provide young employees with the necessary skills and knowledge to perform their job duties effectively, resulting in increased job satisfaction and motivation. Training and development programs aredesigned to equip employees with the necessary skills, knowledge, and abilities to perform theirjob roles effectively. These programs can take various forms, including on-the-job training, classroom training, e-learning, coaching and mentoring, and leadership development. Organizations use these programs to improve the performance of their employees and ultimately achieve their business objectives.

Keywords: Training & Development, Morale, Productivity

INTRODUCTION

In the corporate sector, the success of a business heavily relies on the performance and productivity of its employees. A company's workforce is its most valuable asset, and investingin the development of its employees is crucial for achieving long-term growth and success. Thecorporate sector is constantly evolving, and employees need to continually update their skills and knowledge to remain relevant and competitive in their field. Programs for training and development come into play in this situation. Productivity and employee morale are crucial toany business's success. Employees are more likely to be engaged and motivated when they feel supported and valued, resulting in increased productivity. By equipping workers with the knowledge and skills they need to do their jobs well, training and development programs can help boost morale and productivity. These programs have the potential to foster a culture of learning and development in the workplace, resulting in increased employee engagement and job satisfaction.

Importance of Training

Training mainly focuses on increasing the efficiency level of an employee. A continuous training program enables an organization to develop employee for long run objectives of the organization and employees. The need for employee training in the organization can be considered as follows:

Upgrading KSA: Global advancement, internal and external business environmental changes and modern theories of management have now made it compulsory for every organization to upgrade its employees accordingly. Therefore the most important need for employee training is to update the knowledge, skills and abilities of employees in order to develop them for the future perspectives of the organization and also for their own career path.

Improving Performance: Training and development programs can help employees develop theskills and knowledge necessary to perform their job duties effectively. These programs can help employees stay up-to-date with the

latest industry trends and best practices, which can lead to better job outcomes such as increased productivity, efficiency, and quality of work.

Imparting Technical Skills: In today's era, technology is replacing major positions in every organization. Therefore the employee should be technically update in order to handle such technology effectively. Imparting such technical skills in the employees is the need of an hourfor every organization. Enhances Employee Engagement: Employees who receive training anddevelopment opportunities are more engaged in their work. By providing opportunities for personal and professional growth, organizations can create a sense of job satisfaction and commitment among employees, leading to improved employee engagement and retention rates.Fosters a Culture of Innovation and Creativity: Training and development programs can help create a culture of innovation and creativity within organizations. By encouraging employees to learn and develop new skills, organizations can promote new ideas, approaches, and solutions that can lead to higher profitability and growth.

Types of Training & Development Program
There are various types of training and development programs that organizations can offer to their employees.

On-the-Job Training: On-the-job training is a form of informal learning that involves hands-on experience. It can take various forms, such as job shadowing, where a new employee observes a more experienced employee performing their duties, or apprenticeships, where an individual learns a trade by working with a skilled tradesperson. On-the-job training is often used to teach specific job skills and processes that are unique to the organization.

Classroom Training: Classroom training is a structured approach to learning that typically takes place in a classroom or training room setting. This type of training may include lectures,

presentations, role-playing exercises, group discussions, and assessments. Classroom training can be used to teach a wide range of skills, such as communication, leadership, technical skills,and soft skills like problemsolving and decision-making.

E-Learning: E-learning involves using electronic media, such as the internet, to deliver training content to learners. This type of training can be delivered in various formats, such as interactive modules, videos, and quizzes. E-learning is often used for topics that can be taughtthrough a self-paced approach, such as compliance training or software applications. E-learningis also useful for reaching geographically dispersed learners or those who cannot attend in- person training.

Coaching and Mentoring: Coaching and mentoring are one-on-one or small-group sessionsthat involve a more experienced employee providing guidance and feedback to a less experienced employee. Coaching is often used to help employees develop specific skills or address performance issues, while mentoring is more focused on developing the individual's overall career and professional growth.

Leadership Development Programs: Leadership development programs are designed to helpemployees develop the skills and knowledge needed to become effective leaders. These programs can include classroom training, mentoring, coaching, and other development opportunities. Leadership development programs are typically offered to employees who havebeen identified as high-potential or who have expressed interest in a leadership role.

"5 Key Trends Driving the Future of Training and Development"
1. **Personalized Learning Experiences** Personalized learning experiences are becomingincreasingly popular in training and development programs. Employees are looking for learning experiences that are tailored to their individual needs and preferences. Personalized learning experiences use data and analytics to create learning paths that are customized to eachemployee's learning style, preferences, and goals. This approach allows employees to learn at their own pace and in a way that is most effective for them. To create personalized learning experiences, organizations are using learning management systems (LMS) that use data and analytics to personalize the learning experience. LMS platforms can analyze employee performance and provide targeted feedback and learning recommendations. This approach not only improves employee performance but also increases employee engagement and satisfaction.

2. **Blended Learning** Blended learning is an approach that combines traditional classroom- based training with online learning. This approach provides employees with the flexibility to learn at their own pace while still having access to instructors and peers. Blended learning alsoprovides a range of learning opportunities, including virtual

classrooms, online modules, and in-person training sessions. Blended learning also helps organizations save time and resourcesby reducing the need for in-person training sessions. Online modules and virtual classrooms allow employees to learn from anywhere, reducing the costs associated with travel and accommodations.

3. **Microlearning** Microlearning is an approach to training and development that involves delivering training in small, bite-sized chunks. This approach allows employees to learn on-

the-go and on-demand, making it easier for them to fit training into their busy schedules. Microlearning is also more engaging, as it uses multimedia elements such as videos, infographics, and quizzes to keep learners interested and motivated. Microlearning is particularly useful for teaching new skills and concepts, as it breaks down complex informationinto smaller, more manageable pieces. This approach also allows employees to review and reinforce their learning over time, increasing retention and transfer of learning to the workplace.

4. **Gamification** Gamification is the use of game design elements in non-game contexts, suchas training and development. Gamification makes learning more fun and engaging by turning training into a game. It also provides instant feedback, which helps employees understand theirprogress and identify areas where they need to improve. Gamification is particularly useful forteaching complex or technical concepts, as it makes learning more interactive and engaging. Italso helps employees stay motivated and focused, as they work towards achieving specific goals and earning rewards.

5. **Continuous Learning** Continuous learning involves creating a culture of learning within the organization. This means that learning is not just limited to formal training programs, but is a continuous process that happens on the job. Continuous learning is driven by employees' desire to acquire new skills and knowledge, and is supported by managers who encourage andfacilitate learning opportunities.

NEED OF THE STUDY

The need behind this study arose on the topic of "Impact of training and Development as a vitalinstrument for boosting morale and productivity among young employees" is to identify the gaps in the existing training and development programs in your organization or industry. To Explore the impact of different training and development methods on employee morale and productivity. Employee morale and productivity are key drivers of organizational success. Byexamining the relationship between training and development, employee morale, and productivity, the research project can provide insights into how organizations can improve theirperformance. To Provide recommendations for designing and implementing effective trainingand development programs that can boost employee morale and productivity.

OBJECTIVES OF THE STUDY

- To understand the perception of employees towards training and development activitiescarried out in the organization.
- To identify employees' competency levels as enhanced by the training and developmentimplemented
- To examine how training and development contribute to the individual performanceand productivity.
- To examine the role of leadership and management in designing and implementingeffective training and development programs.
- To evaluate the effectiveness of training and development programs in terms ofimproving employee morale and productivity

LIMITATIONS

The variable of this study includes organization profitability, employee turnover,employee loyalty. Additionally, the study may be limited by the subjectivity of an individual, as participants may be influenced by group dynamics.

RESEARCH METHODOLOGY

This study use a primary methods research approach to explore the employees productivity through training and development. The study uses survey questionnaires as the primary data collection instruments.

Sampling Technique: A stratified random sampling technique will be used to select the sample. The sample is consist of individuals from different age groups, income levels.

Data Collection: The data is collected through a survey questionnaire and focus group discussions. The survey questionnaire is designed using a Likert scale and consist of closed- ended questions.

Data Analysis: The data collected will be analyzed using qualitative and quantitative data analysis techniques. Descriptive statistics will be used to summarize the responses from the survey questionnaire, while content analysis will be used to analyze the data from the focus group discussions. The data will be analyzed using software such as SPSS.

Sources: Primary data will be collected from questionnaire and for secondary data the sourceis taken from previous research paper and from government websites as well as from the company in which I am working, Welspun company.

LITERATURE REVIEW

Alagaraja and Ganapathy (2018): The study examines the impact of training and development on employee performance in the healthcare sector. The authors collected data from 216 employees working in various hospitals in India. The study found a significant positive relationship between training and development and employee performance. The authors suggest that training and development programs can enhance employee knowledge and skills, which in turn, leads to better job performance. Furthermore, the study found that employee motivation mediates the relationship between training and development and employee performance. The authors suggest that motivated employees are more likely to applythe knowledge and skills gained from training and development programs, which results in better job performance. The study also recommends that healthcare organizations should investin continuous training and development programs to improve employee performance and ultimately provide better quality healthcare services to patients.

Bhattacharyya, A., & Gupta, A. (2018): The aim of this study was to examine the impact of training and development on employee retention in the Indian software industry. The study was conducted using a survey questionnaire distributed to a sample of 300 software professionals working in various Indian software firms. The study concluded that training and development programs are important for employee retention in the Indian software industry. Organizations that invest in their employees' professional development and provide opportunities for growthand advancement are likely to have higher employee retention rates. The 27 study also highlights the importance of aligning training and development programs with the needs of employees and the organization to improve their effectiveness.

Goel, S., & Malik, S. (2018): The study was to investigate the impact of training and development on employee performance in State Bank of India (SBI). The study used a descriptive research design and collected data from 100 employees of SBI. The study found apositive and significant relationship between training and development and employee performance. The results of the regression analysis showed that training and development had a significant impact on employee performance. The study concludes that training and development programs have a positive impact on employee performance in SBI. The authors recommend that the organization should continue to invest in training and development programs and ensure that they are aligned with the strategic objectives of the organization.

Goregaokar, H., & Konnur, P. (2019): investigates the impact of training and development on employee performance in the Indian IT industry. The study used a quantitative research design and collected data from 384 employees working in different IT organizations in India. The findings of the study suggest that training and development programs have a significant positive impact on employee performance, particularly in the areas of job skills, work quality,and job satisfaction. Additionally, the study found that the effectiveness of training programs depends on the employees' perceived usefulness, satisfaction, and motivation. The authors argue that investing in employee training and development is a critical strategy for ITorganizations to remain competitive and meet the everchanging demands of the industry. The study recommends that organizations need to design training programs that align with the employees' goals and offer opportunities for continuous learning and development. The study concludes that effective training and development programs can enhance employee motivation,job satisfaction, and performance, leading to increased organizational productivity and profitability.

Huang and Tsai (2019): The study investigated the impact of training and development on employee job satisfaction and organizational commitment in Taiwanese high-tech firms. Theycollected data from 363 employees working in high-tech firms in Taiwan and analyzed it usingstructural equation modeling. The results of their study showed that training and developmentpositively influenced both employee job satisfaction and organizational

commitment. Furthermore, they found that job satisfaction partially mediated the relationship between training and development and organizational commitment. The authors conclude that training and development can have positive effects on employee attitudes and behaviors, which can ultimately benefit organizational performance in the high-tech industry.

Kandemir and Bayram's (2019): The study investigated the impact of training and development on employee retention in the Turkish hospitality industry. The authors used a survey method to collect data from 227 employees working in 3- to 5-star hotels in the city of Istanbul. The results of the study showed that training and development had a significant positive impact on employee retention in the hospitality industry. Specifically, the study found that training and development programs improved employees' job satisfaction, organizational commitment, and career growth opportunities, which in turn increased their intention to stay with their current employer. The authors 35 concluded that investing in training and development programs is a worthwhile strategy for organizations in the hospitality industry to retain their employees.

Patel, M., & Kumar, M. (2020).The authors aimed to review the existing literature on the relationship between training and development and employee performance. To do so, they
conducted a comprehensive search of several databases and identified 32 studies that met their inclusion criteria. The study found that training and development have a positive impact on employee performance. Specifically, the authors found that training and development programs that focus on enhancing employee skills, knowledge, and abilities can improve employee performance by providing them with the necessary resources and opportunities to perform their jobs effectively. The study also identified several factors that can influence the effectiveness of training and development programs in promoting employee performance. These factors include the design and delivery of the programs, the level of support from management, and the culture and climate of the organization. The study provides valuable insights into the relationship between training and development and employee performance. The findings suggest that organizations should invest in training and development programs that are aligned with their goals and values and provide employees with the necessary resources and opportunities to perform their jobs effectively

Rajagopal, P., & Aramvalarthan, S. (2021): The objective of this study was to conduct a literature review of the impact of training and development on employee performance.The authors conducted a systematic literature review of empirical studies published between 2010 and 2020. The authors found 57 49 studies that met their inclusion criteria. They found that training and development had a positive impact on employee performance. They also found that the impact of training and development on employee performance was stronger when training was linked to organizational goals, when employees had opportunities to apply the skills learned in training on the job, and when training was provided on a continuous basis. The authors concluded that training and development can have a significant positive impact on employee performance. They recommended that organizations link training to their organizational goals, provide employees with opportunities to apply the skills learned in training on the job, and provide training on a continuous basis.

DATA ANALYSIS:
1. Relaibility Statistics:

Reliability Statistics	
Cronbach's Alpha	N of Items
0.732	7

Source: SPSS Output

2. Chi-Square Test:
H0: There is no significant association between the employees years of working and training and development programs improve employee morale.
H1: There is significant association between the employees years of working and training and development programs improve employee morale.

Test Statistics	
How many years have you been	How can training and development programs improve

	working?	employee morale?
Chi-Square	109.406[a]	85.168[a]
df	3	3
Asymp. Sig.	0	0
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 50.5.		

Source: SPSS Output

Here all the p-values are less than 0.05 that means H0 is rejected. Thus, there is significance association between the employees years of working and training and development programs improve employee morale.

3. Frequency:

How can employers measure the impact of training and development programs on productivity among young employees?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	By analyzing performance metrics before and after the program	104	51.5	51.5	51.5
	By conducting surveys or focus groups to gather feedback	36	17.8	17.8	69.3
	By observing employee behavior on the job	7	3.5	3.5	72.8
	All of the above	55	27.2	27.2	100
	Total	202	100	100	

Source:SPSS Output

Here from the above test, it can be seen that 51.5% wants employer to measure the program by analyzing performance metrics before and after the program and 27.2% consider all of them form the given options.

4. Kruskal Wallis Test:
H0: There is no significant association between impact of training and development programs on productivity among young employees and employees received any formal training or development opportunities from your employer? .
H1: There is significant association between impact of training and development programs on productivity among young employees and employees received any formal training or development opportunities from your employer? .

Test Statistics[a,b]

	How can employers measure the impact of training and development programs on productivity among young employees?
Chi-Square	69.854
df	2
Asymp. Sig.	.000
a. Kruskal Wallis Test	
b. Grouping Variable: Have you received any formal training or development opportunities from your employer?	

Source: SPSS Output

Here all the P values are 0.00 < 0.05. Thus it states that the null hypothesis H0 is rejected and there is no significant association between impact of training and development programs on productivity among young employees and employees received any formal training or development opportunities from your employer.

CONCLUSION

According to respondents, the training and development programs provided by the company have had a significant impact on employee morale and productivity. They have noted that the programs provide a sense of personal growth and development, which is crucial to enhancing employee motivation and engagement. Employees who feel that their personal and professional goals are aligned with those of the company tend to be more productive and committed to their work.

Furthermore, the respondents have emphasized that on-the-job training is the preferred mode of training among employees. This could be attributed to the practical nature of the training programs, which enable employees to apply the knowledge and skills they acquire directly to their work. This form of training has also been found to be more cost-effective and efficient than other forms of training.

The training and development programs have not only improved employee morale and productivity but have also led to an improvement in competency levels. Employees have been able to acquire the necessary skills and knowledge to perform their jobs better, resulting in an increase in job performance. This has had a positive impact on the overall success of the business, as competent employees are better equipped to meet the changing needs of the company.

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