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A STUDY ON EFFECTS OF TRAINING AND DEVELOPMENT OF EMPLOYEE WITH SPECIAL REFERENCE TO MODERN TEXTILES, POLLACHI

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ABSTRACT
Training and development (T&D) are one of the most important functions of organizational management which aims at developing the employees of an organization. In this process it is possible to train new employees and enrich already existing by providing them with all their job related needs to accommodate organizational goals and individual development. Not only is the purpose of T&D to enhance job performance but it should also help an organization build a culture of learning and innovation. Training entails the provision of employees with specific skills that are necessary in order for him/her to become an effective performer of his/her duties, while development is vital as it involves a long-term growth of employees; intellectual preparation for employment within the organization. The role that T&D plays has increased in the past few years because the business environment has become increasingly dynamic and unpredictable and technological progress has been so rapid while businesses are also required to maintain their competitive positions.
KEY WORDS: *Training and Development, Job performance, Innovation, Development, Technology, Competitive.*

I. INTRODUCTION

Training, and development is a vital aspect in any organization that works in developing the skills, knowledge and capabilities of the employees in order to enhance their performance and productivity. The training means the teaching of some particular skills or competencies relevant to their existing job position to the employees. It normally includes organized programs or courses, on the-job and off-the-job, to address the immediate needs of the organization. On the other hand, development seeks to facilitate long term growth of employees with a view of preparing them for future roles or challenges in the firm. It is usually based on wider activities like mentoring, coaching, and so on of career advancement.

Quality training and development programs are good for the employees and the organization as well. For employees, they improve their confidence, job satisfaction and professional growth which will make them rise with challenges. For organizations well-trained employees result in increased productivity, reduced turnover and better performance of the organization as a whole. Furthermore, training and development investment would encourage the development of a culture of learning and improvements, thus innovation and in turn competitive advantage in the market. With training programs of purpose to the organization, the businesses can be confident that the workforce they have is fit and versatile in this ever-changing industry landscape.

II. REVIEW OF LITERATURE

- Training and Development program is part of organizational support system that is effective in determining and strengthening employees' performances through level of commitment (Haque & Yamoah, 2014, p. 337). There is also an impact of Training on the investment return specifically when cultural oriented workforce is provided adequate training under certain type of leadership **(Haque, Faizan, Zehra, Baloch, Nadda, & Riaz, 2015).**
- **Ambika Bhatia & Lovleen Kaur (2014)** In today's era employees are not keen to join an organization where their knowledge and skills are not upgraded. Many organizations provide opportunities for learning and use it as a retention tool. Results prove that training and development are positively correlated and claimed significant statistical relationship with employee performance and effectiveness.

- **Kirkpatrick, D. L., & Kirkpatrick, J. D. (2006). "Evaluating Training Programs: The Four Levels."** Kirkpatrick's model outlines four levels of training evaluation: reaction, learning, behaviour, and results. This model is widely used in assessing the effectiveness of training programs in organizations.
- **Salas, E., Tannenbaum, S. I., Kraiger, K., & Smith-Jentsch, K. A. (2012). "The Science of Training and Development in Organizations: What Matters in Practice." Psychological Science in the Public Interest.** This study explores best practices in training and development, including the importance of needs assessment, active learning techniques, and post-training reinforcement.
- **Noe, R. A. (2017). "Employee Training and Development."** Noe's book provides a comprehensive analysis of training techniques, instructional design, and the impact of training on employee performance. The author also discusses trends such as e-learning and gasification in training.

III. RESEARCH OBJECTIVES

- To study the Impact of Training and Development among the employees
- To study the impact of training and development on performance and productivity enhancement of the employees & organization
- To study the impact of training and development program on stress level
- To study the impact of training and development to increase competency of the employee

IV. SCOPE OF RESEARCH

- The study does not cover other textile firms or branches but only the Modern Textile Pollachi organization.
- It looks at training and development programs (skill enhancement workshop, leadership training, technical education, and on-the-job learning initiative).
- The research examines the effects of training on the employee performance throughout productivity, efficiency, development of skills, job satisfaction, and work quality.
- Employees belonging to different departments and levels in Modern Textile Pollachi are chosen for the study so as to understand training effectiveness in different job roles.

V. RESEARCH METHODOLOGY

Research methodology is a way of systematically solving the research problem. Research methodology deals with the research design and methods used to present the study.

Research Design

A research design is a detailed blue print used to guide a research study towards its objective. The process of designing a research study involves many interrelated decisions. The most significant decision is the choice of research approach, because it determines how the information will be obtained. The choice of the research approach depends on the nature of the research that one wants to do.

The present study is **descriptive research** based on the survey method. The methods adopted in the choice of sample, selection of respondents, collection of data and tools of analysis are briefly discussed in this part.

Area Of the Study

The geographical area of the study chosen for this research is modern textile, Pollachi, Coimbatore district, Tamil Nadu.

Sampling Technique

A convenience sample is a sample where the respondents are selected, in part or in whole, at the convenience of the researcher. The researcher makes no attempt, or only a limited attempt, to ensure that this sample is an accurate representation of some larger group or population.

Sample Size

Since the entire population cannot be taken for the study, the size of the sample was restricted to 101 respondents.

VI. DATA ANALYSIS AND INTERPRETATION

Chi-Square Test-1

Null Hypothesis (H_0): There is no significant relationship between how often training and development programs are conducted and employees' commitment to work.

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Alternative Hypothesis (H_1): There is a significant relationship between how often training and development programs are conducted and employees' commitment to work.

Chi-Square Tests			
	Value	**df**	**Asymptotic Significance (2-sided)**
Pearson Chi-Square	17.732[a]	12	.124
Likelihood Ratio	18.959	12	.090
N of Valid Cases	101		
a. 11 cells (55.0%) have expected count less than 5. The minimum expected count is .02.			

Interpretation

Since the p-values for both tests are greater than 0.05, we fail to reject the null hypothesis (H_0), meaning there is no statistically significant relationship between training program frequency and employee commitment.

Chi-Square Test-2

Null Hypothesis (H_0): There is no significant relationship between training programs and employees' ability/creativity in solving work problems.

Alternative Hypothesis (H_1): There is a significant relationship between training programs and employees' ability/creativity in solving work problems.

Chi-Square Tests			
	Value	**df**	**Asymptotic Significance (2-sided)**
Pearson Chi-Square	4.790[a]	5	.442
Likelihood Ratio	5.840	5	.322
N of Valid Cases	101		
a. 7 cells (58.3%) have expected count less than 5. The minimum expected count is .12.			

Interpretation

Since the p-values for both tests are greater than 0.05, we fail to reject the null hypothesis (H_0), meaning there is no statistically significant relationship between training programs and employees' ability/creativity in solving work problems.

Chi-Square Test-3

Null Hypothesis (H_0)

There is no significant relationship between training programs and employees' improved work performance or content relevance to job responsibilities.

Alternative Hypothesis (H_1)

There is a significant relationship between training programs and employees' improved work performance or content relevance to job responsibilities.

Chi-Square Tests			
	Value	**df**	**Asymptotic Significance (2-sided)**
Pearson Chi-Square	19.723[a]	16	.233
Likelihood Ratio	23.419	16	.103
N of Valid Cases	101		
a. 19 cells (76.0%) have expected count less than 5. The minimum expected count is .40.			

Interpretation

Since the p-values for both tests are greater than 0.05, we fail to reject the null hypothesis (H_0), meaning there is no statistically significant relationship between training programs and improved work performance or content relevance.

VII. FINDING

- Employee commitment to his work barely correlates with the rate of training and development programs. Other factors such as culture in the workplace, dynamics in the leadership layer and the intrinsic motivation are more important in determining levels of commitment among employees.
- Problem-solving capability and creativity, however, will not improve greatly just through formal training procedures. Employees learn these skills by experiencing, sharing, and being exposed to different challenges in work instead of scheduled training exercises.

- Whether training programs help to improve work performance and to accommodate content with job responsibilities, remains inconclusive. Employees may benefit from specific training designed for their roles rather than general training programmes to help see a significant improvement performance.
- According to statistical evidence, training programs only, may not be the factor that has led to the improved productivity or engagement of employees. Other elements including mentorship and, on the job, learning in addition to hands on experience contribute more meaningfully to these outcomes.
- Employee perceptions reveal that direct exposure to real world applications of training content builds confidence and skills retention. Methods of involving learning – practical demonstrations and case studies – are more effective than traditional training in the classroom.

VIII. SUGGESTIONS AND RECOMMENDATIONS

- The greatest challenge of employee improvement through training implementation is the alignment between training content and actual job requirements. Organizations need to focus on ensuring training is more relevant by ensuring programs are job and competence specific.
- A significant group of employees may be unclear about the effect of training on career development and productivity at the workplace. Employers stand to gain from more transparent communication strategies and engagement programmes that show how the structured training gets one professionally.
- There should be a bid to advance hands on and experiential learning as compared to using theoretical training sessions. Interactive processes including job simulation, mentoring programs, and real-life cases improve employee engagement and skill retention.
- Some of challenges of employee participation in the training programs may be solved by providing incentives such as certification recognition, skill-based promotions, and interactive learning formats. Promotional of a learning culture using structured development plan is an incentive of higher training effectiveness.

IX. CONCLUSION

The findings of a study on the effects of training and development on employees in Modern Textile at Pollachi show that as much as training exist, the immediate effect on commitment of employees, problem-solving capability and work performance are statistically insignificant. The frequency of training seems to be more an influence of workplace culture, and leadership, than an employee commitment. On the same lines, structured training hardly makes a difference in terms of improving employees' problem-solving skills and creativity and therefore, there may be alternative methods such as the use of mentorship and experiential learning, that may be more effective. Moreover, training programs are not closely associated with better job performance, as well as content relevancy to real job activities, which calls for an approach that will be more targeted and cover the need of training in relation to an employee's role. Companies should also re-think their training approaches, incorporating employee feedbacks, an interactive approach, and real-life examples to ensure that workforce development makes impact as quantifiable outcomes. By transitioning to performance-based learning models, organizations can increase the degree of employee engagement, skill retention and overall productivity and that the training initiatives will have a greater impact in achieving organizational success.

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