

THE EFFECT OF TRAINING AND DEVELOPMENT OF HUMAN RESOURCES ON EMPLOYEE PERFORMANCE

Suneel Kumar
Research Scholar,
Mewar University
Nh-76 Gangrar
Chittorgarh (Raj.) , India

Dr Rajat Kumar Sant
Associate Professor,
Department of Commerce,
Maharaja Agrasen College
University of Delhi,
Dehli

Abstract

Training and development fosters good work, strengthens work-related skills and competencies and helps employees keep up with changes in the workplace, such as the introduction of new technologies and restructuring. Companies engaged in the industry are always faced with increasingly competitive competition, in the face of such competition is certainly not enough just to use sophisticated technology in the production and operations of the company. The objective of present study was to understand the effect of training and development of employee on employee morale and ultimately, employee performance. the paper used structural equation modelling to analyse the data. The increasingly advanced globalization atmosphere forms increasingly keen competition, where each company and economic actors should be able adjust to changes that occur, and take advantage of opportunities and challenges that arise. Investment, human resources (HR) and technology occupy a strategic position in realizing a company's goals. To achieve the company's goals, it requires the company's ability to utilize existing resources, so that it has a high level of results and usability. The find indicated strong association among Training, HR Development, Employee Morale, Employee Performance.

Keywords: *Training, HR Development, Employee Morale, Employee Performance.*

1 Introduction

Companies engaged in the industry are always faced with increasingly competitive competition, in the face of such competition is certainly not enough just to use sophisticated technology in the production and operations of the company. Utilization of sophisticated technology in companies must be supported by the ability of reliable human resources, because no matter how sophisticated the technology is used if it is not supported by human resources that have not necessarily contributed in ensuring the smooth operation of the company. Human resources in question are employees within the company, because employees are one of the main human resources in supporting the smooth running of the company's activities. The increasingly advanced globalization atmosphere forms increasingly keen competition, where each company and economic actors should be able adjust to changes that occur, and take advantage of opportunities and challenges that arise. Investment, human resources (HR) and technology occupy a strategic position in realizing a company's goals. To achieve the company's goals, it requires the company's ability to utilize existing resources, so that it has a high level of results and usability. A company can develop and progress if the company is always responsive to changes in the environment, technology and science . The challenge for the survival of an organization, both from within and from outside the organization, is very complicated. Therefore the company must always be able to adjust its workforce with a variety of knowledge and skills. In order to maintain the progress of developing an organization, it has become an obligation for an organization to foster its employees so that their expertise can be improved, one effort that needs to be done is to increase the ability and skills of employees through the development of human resources. Armstrong, M. B., & Landers, R. N. (2018) mentions the term development as a different meaning from training. This understanding emphasizes that development is a long-term educational process for managerial employees to gain a systematic mastery of abstract and theoretical concepts. Whereas training is a short-term educational process for operational employees to gain systematic operational technical skills. In other words, development requires a lot of conceptual skills rather than technical skills whereas training requires more technical skills than conceptual skills.

Training does not only have an effect on improving work efficiency and effectiveness, but the training carried out by the company is expected to provide benefits in increasing - Increase employee morale. According to Manson, B. J. (2014) employee morale will be reflected in employees who always show the attitude and behavior of willing to work in earnest, there is deep pleasure in doing work, there is a willingness to cooperate and feel satisfied in carrying out tasks given to him. The employee morale is an employee mental attitude to work together more actively and consistently, which must be realized in the form of discipline so that maximum work results can be achieved. Likewise, Dabur Unit, UP, India, which is engaged in the FMCG industry, in order to achieve the company's goals, needs to pay attention to human resources in order to improve employee performance. Providing training to employees at the company is very necessary because it will have an influence on employee work performance. Providing training by the company will determine the level of work ability, because the

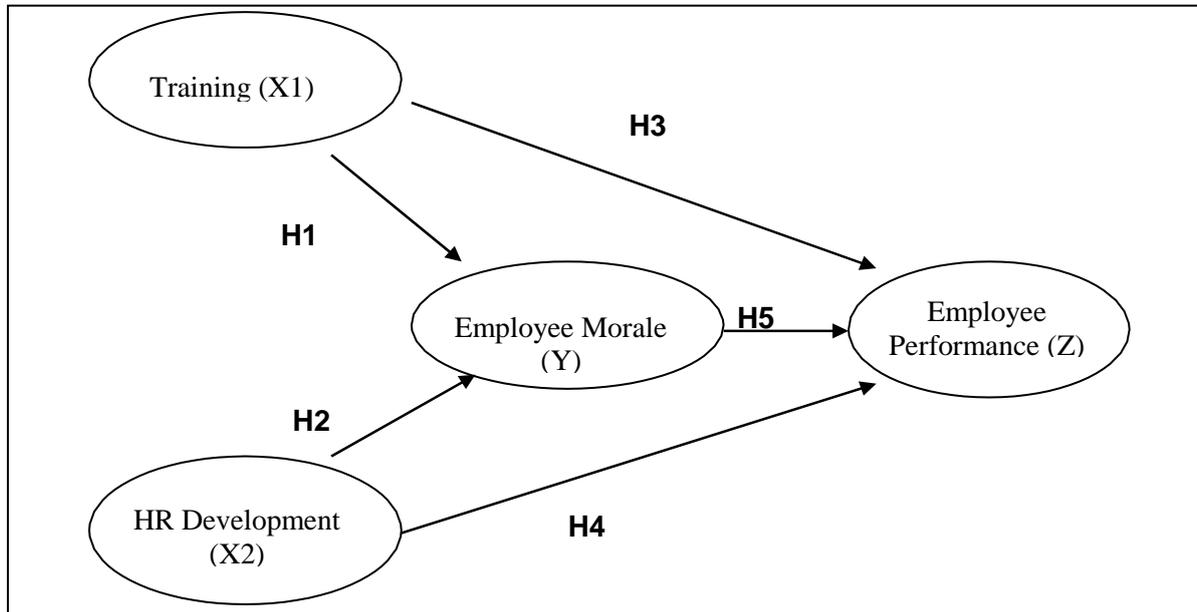
provision of training can have an effect on improving employee capabilities. Good performance is not always a performance that is in accordance with the plan. New information that is available after the plan has been prepared may indicate the need for changes. Good performance is performance that is consistent with organizational goals. While the plan may not reflect the actions that should be done based on the conditions that currently exist. Performance appraisal always compares the results achieved with certain standards. Reports on the results of implementation will be meaningful when compared with the standards. Dabur Unit, UP, India Kediri is one of the companies producing the largest number of FMCGs in India.

Very large employees that need to carry out training and development of human resources to ensure the smooth production and achieve company goals. FMCG production division is specialized in Unit of Dabur Unit, UP, India, where in this unit are produced various brands of kretek FMCGs, all of which are produced using machinery that certainly requires manpower as its operator. In carrying out their duties, employees of Uttar Pradesh, India, needs to compete to improve its career, so training and human resource development are aspects that can determine employee careers. Anticipating competition with similar companies, Dabur India ltd., Unit Uttar Pradesh, must maintain and guarantee the quality of human resources that are truly skilled and professional to achieve company goals.

2 Hypothesis Formulation

Based on the background thinking above, in this study the authors took the title: “the effect of training and development of human resources on employee performance” (Study in DABUR Ltd. Unit, Uttar Pradesh, India). In this study, researchers will explore a variety of information that if useful for the employees of DABUR Ltd. Unit, Uttar Pradesh in carrying out their daily duties as an influence after attending HR training and development. In addition, it provides input for the top management of the company regarding the training and development.

Figure 1: Conceptual Model



In accordance with the conceptual model of the research described, the following research hypotheses can be drawn:

H₁: Training influences employee morale at of Dabur UP Unit Employee.

H₂: Human resource development influences the work morale of of Dabur UP Unit Employee.

H₃: The training has an effect on employee performance through the Employee Morale of Dabur UP Unit Employee.

H₄: Human resource development has an influence on employee performance through the work morale of Dabur UP Unit Employee. Ghaziabad, Uttar Pradesh, India

H₅: Employee morale influences the performance of Dabur UP Unit Employee. Ghaziabad, Uttar Pradesh, India

3 Method

3.1 Participants

The population in this study were employees of Dabur. The population is employees of DABUR Unit.UP state, with a sample of 100 employees who have proportionally represented from each part of the field of production, and quality control. Based on these provisions, the provisions stipulated in taking samples are company staff or authorized officials who conduct the selection of employees who are trained and have the duty to conduct training and human resource development for employees who

have participated in training and development.

Taking the number of samples proportionally represents each work field. The production sector with a larger number of samples is because there are indeed more employees participating in training and developing human resources than the other two fields, namely quality control and PPIC. The data collection method used is a questionnaire method, then the data is processed through SPSS software. The analytical tool in this study uses Path Analysis.

3.2 Measurement Instruments

3.2.1 Employee training

Employee training was assessed according to a version of the scale developed by Sachs (1995) in order to measure the amount of formal training that employees felt they had received from the organization since he/she joined. The subjects answered on a scale, ranging from 1 (strongly disagree) to 5 (strongly agree) and up to eight training items, such as “I have received a good deal of training in how to do my job from the firm”, “I received induction program, informing me about all aspects of the business that are important for business” and “I have information about continuing education courses for updating my knowledge”.

3.2.2 Employee Development

The 9 item construct developed by Innocenti, L., Profili, S., & Sammarra, A. (2013) were used to assess the employee development. The methods included in the index relate to methods that are generally considered conducive to employee development (Boselie, 2010, Noe et al. 2006) in terms of internal and external work, such as training programs, coaching, mentoring, job placement, and work mobility. The global index is then calculated as a two-dimensional average for each organization (Innocenti et al. 2012). A five-point Likert scale is used to measure breathing (0 = practice not accepted; 5 = a large number of accepted practices is different) and coverage (0 = practice not provided; 5 = practice available to all employees).

3.2.3 Spirit at Work

The scale developed by Kinjerski, V. (2013) were used to assess work spirit. Originally, the scale consist of 18 item, the shorter version of scale consisting 7 items were used in the study. “At times, I experience an energy or vitality at work that is difficult to describe”, “My spiritual beliefs play an important role in everyday decisions that I make at work” and “I receive inspiration or guidance from a Higher Power about my work” are the sample Items. The subjects answered on a scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

3.2.4 Job Performance

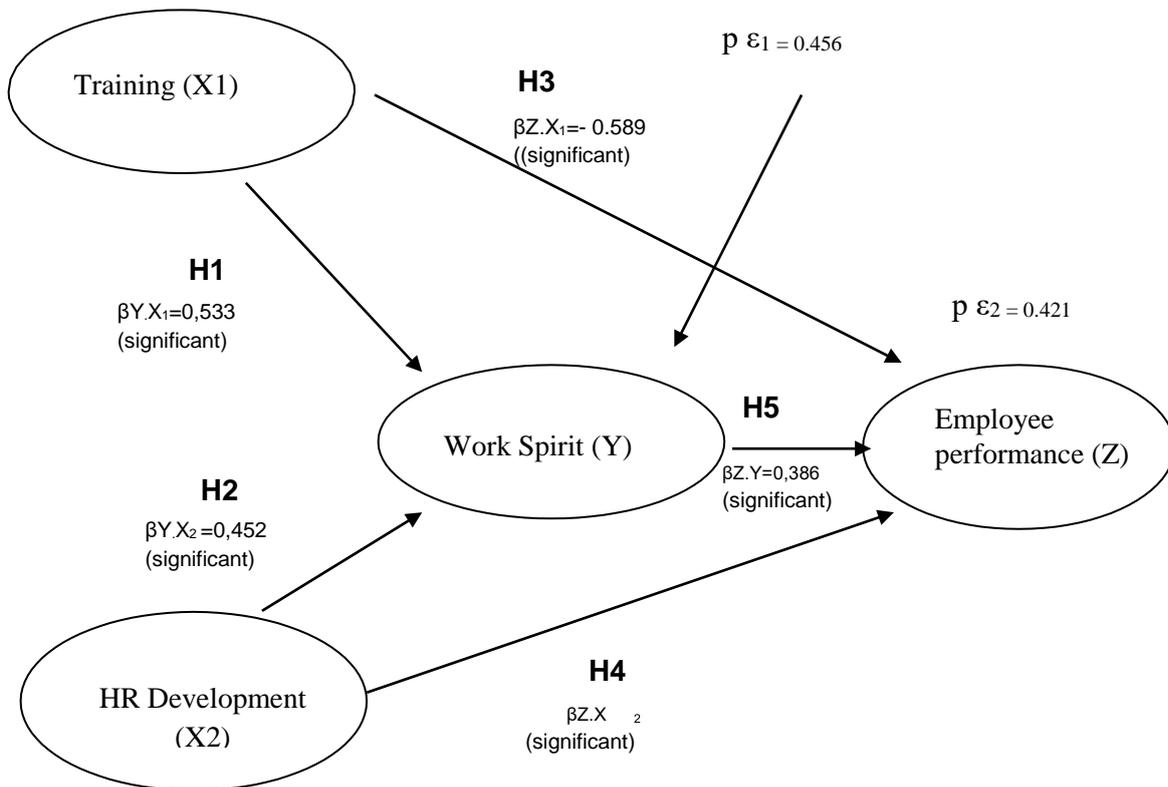
Job Performance were measured by 4 Items adopted from Buil, I., Martínez, E., & Matute, J. (2019). The Items included “As employee, I get along better with customers than do others”, “I know more

about services delivered to customers than others” and “I know what my customers expect better than others”. The subjects answered on a scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

4 Results and Discussion

From the results of data processing can be described as a whole diagram of sub-structure 1 and sub-structure 2 as follows:

Figure 2: Results of the Path Chart X1, X2 and Y with respect to Z



4.1 Hypothesis 1:

The effect of the training variable (X1) on employee morale (Y). The magnitude of the effect of training (X1) on employee morale (Y) is 0.533 or 53.3%. This means that training can significantly affect employee morale.

Thus, it can be said that the purpose of the training is to develop knowledge, relationships, work skills and morale of employees in order to increase the workforce or employee productivity in order to produce quality products. In addition, it is also to close the gap between the disability of employees with job requirements. So the condition will be mutually beneficial both for the company and for employees.

Employee training is very important for application in the company. It is assumed that through training, employees will be able to work more efficiently and effectively, especially in order to cope with changes that occur, such as changes in technology, changes in working methods, and

also require changes in attitude, behavior, skills and knowledge. Therefore, companies that want to grow, advance and compete, train their employees, need to pay attention. From this analysis the H1 research hypothesis was accepted.

4.2 Hypothesis 2:

The effect of the HR Development variable (X2) on the Employee's Spirit of Work (Y). The magnitude of the effect of the development of HR (X2) on employee morale (Y) of 0.452 or 45.2%. This is meaningfully significant HR development can affect employee morale.

Human resources in the organization need to be managed professionally so as to create a balance between the needs and abilities of employees and the demands of the organization. The development and productivity of the organization is very dependent on the division of basic tasks and functions based on employee competence. The role of human resource management for the success of an organization is crucial, although it cannot be denied that today the world is in an era of globalization that is completely modern.

Human resources in an organization or company not only as an object (considered as one of the production) but he as a subject that determines the success of the organization to achieve goals. Furthermore said that HR is the most decisive compared to any machines or equipment in the company. It cannot yet be imagined an organization can run smoothly without any human resources (HR) in it. From this analysis the H2 research hypothesis was accepted.

4.3 Hypothesis 3:

Effect of Training Variables (X1) on Employee Performance (Z)

The magnitude of the effect of training (X1) on employee performance (Z) of 0.589 or 58.9%. This means that training can significantly affect employee performance. The better training, the better employee performance will be improved.

This proves that employees who take part in the training feel that they are getting attention and trust from the company, which employees feel that by carrying out the training the company sees the employee as an asset of the company. In addition, employees also feel the happiness. Thus it can be said that the purpose of the training is to develop the knowledge, attitudes, work skills and morale of employees in an effort to improve work power or employee productivity so as to produce quality products. From this analysis the H3 research hypothesis was accepted.

4.4 Hypothesis 4:

The effect of the HR Development variable (X2) on Employee Performance (Z).

The magnitude of the effect of the development of HR (X2) on employee performance (Z) of

0.469 or 46.9. This means that significant human resource development can affect employee performance.

Human resource development is to improve the technical, theoretical, conceptual and moral capabilities of human resources so that their work performance is good and achieve optimal results. Training programs and human resource development must be based on the work needs of various factors, namely time, cost of numbers, participants, basic level of education of participants, background of participants, and others. From this analysis, the H4 research hypothesis was accepted.

2. Hypothesis 5: Significant Influence of Employee Morale (Y) variables on Employee Performance (Z)

The magnitude of the influence of Employee Zest (Y) on Employee Performance (Z) of 0.386 or 38.6. This means that employee morale can significantly affect employee performance.

Employee Morale is an employee's mental attitude to work more actively and consistently, which must be manifested in the form of discipline so that it can maximum work results are achieved. To be able to increase morale and excitement at work, the secret is that if we know precisely the needs of our employees, which when we meet can increase employee satisfaction. The spirit of work that is associated with the ability of groups is the ability of a group of people to work together actively and consistently in the pursuit of shared goals. Morale or morale is a reflection of the group's attitude towards work and cooperation. Like the attitude of each employee, morale is also more or less influenced by the factors above on the part of the leadership, especially by the policy of the leader, enthusiasm is the main influence on employee contributions, making employees achieve high results. From this analysis, the H5 research hypothesis was accepted.

5 Conclusion

Based on the results of research and discussion that has been described, the conclusions that can be drawn are as follows.

1. Training for employees is very important to be applied in a company. With the training, employees will be able to work more effectively and efficiently, especially to deal with changes that occur such as changes in technology, changes in work methods, demanding changes in attitudes, behavior, skills and knowledge.
2. Human resources in the organization need to be managed professionally in order to create a balance between the needs and abilities of employees with the demands of the organization. The development and productivity of an organization is very dependent on the division of basic

tasks and functions based on employee competence. Human resource management or personnel management is very important for the organization especially in managing, managing, and utilizing employees so that they can function productively to achieve organizational goals.

3. With better training, it will improve employee performance better. Thus it can be said that the purpose of the training is to develop knowledge, attitudes, work skills and employee morale in an effort to improve workforce or employee work productivity so as to produce quality products.
4. The development of human resources in a company is a means to get a potential and professional workforce. Humans are the main resources for the smooth running of activities in a company. This is because however sophisticated the equipment used by a company would be meaningless without people being employees in operating it. Today's development continues to develop along with the industrialization process which is characterized by increasing marked by the use of technology in various business fields. With this condition, human resources must be equipped with sufficient education, skills and expertise so that employees are able to use and utilize various technologies.
5. Employees are assets to ensure the smooth running of the company, therefore employees who are skilled, nimble and have adequate abilities in carrying out their work are needed. Human resource is one of the important company assets that must be owned by the company and needs to be considered by management. Seeing how important the role of human resources in the company, it is natural that the management gives more attention through policies that are taken, so that employees can contribute to the company with the ability and expertise optimally.

6 Suggestions

6.1 For companies

Company training is very important to be implemented in a company. With the training it is hoped that employees will be able to work more effectively and efficiently, especially to deal with changes that occur such as changes in technology, changes in work methods, demanding changes in attitudes, behavior, skills and knowledge. Therefore, companies that want to develop, training for their employees must receive the most attention. The development of human resources can be used as a reference material constituting human resource management activities in planning, organizing, directing and supervising through activities of monitoring, developing, compensating, integrating, maintaining and releasing human resources in order to achieve various individual goals, and company goals.

6.2 For Further Research

The findings in this study are expected to provide an empirical reference in the field of human resource management. Because human resources are one of the assets for the company to support the company's success in achieving its goals. This research is also to strengthen the concept model and theoretical

study conducted by previous researchers as well as to develop factors that can affect employee performance.

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