

Impact of Training on Employee Performance in Bajaj Allianz Aizawl

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ABSTRACT

Most employee development occurs through job experiences. Development is most likely to occur when there is a no mismatch between the employee's skills, past experiences, and the skills required for the job. To be successful in their job, employees in Bajaj Allianz Life Insurance Company must stretch their skills. There are several ways that job experiences can be used for employee development and these include the enlargement of current job, job rotation, transfers and promotion to positions with greater challenge. The study attempts to assess the possible impact of training on employee's performance in Bajaj Allianz Insurance Company, Aizawl. The present paper also investigates that Interpersonal relationships can develop as part of a planned effort to bring together successful senior employees of the Bajaj Allianz Life Insurance Company together with less experienced ones.

Key Words: Training and Development, Interpersonal Relationship, Productivity, Satisfaction

1. INTRODUCTION

Training may be viewed as a systematic and planned process which has its organizational purpose to impart and provide learning experiences that will bring about improvement in an employee and thus enabling him to make his contribution in greater measure in meeting the goals and objectives of an organization or a company. Training is an organized procedure for increasing the knowledge and skill of people for a specific purpose. The trainees acquire new skill, technical knowledge, problem solving ability etc. It also gives an awareness of the rules and procedures to guide their behavior. Training improves the performance of employees on present jobs and prepares them for taking up new assignments in future.

Edwin B. Flippo, defines "Training is the act of increasing the knowledge and skill of an employee for doing a particular job". Training is a sub system of an organization. It ensures that randomness is reduced and learning or behavioral change takes place in structured format. The principal objective of training

and development departments of the organization is to ensure the availability of trained and willing employees an organization.

Training and Development aids in organizational development for making Organization more effective in decision making and problem solving. It helps in building and carrying out effective organizational policies. It also helps in developing loyalty, leadership skills, motivation better attitudes and other aspects that successful employees and managers generally display. Though there is a great deal of writing in respect of training, it may not be superfluous and out of place here to briefly touch upon it since the whole question here revolves around aiding the staff towards better performance where in training is an investment on people.

Training, in a broad sense, is a continuous process in life to equip oneself with knowledge, skills and desired patterns of behavior to be effective as an individual and as a member to the group. Training in a job or activity is a gain process of imparting new knowledge and developing skills, attitudes and values in people in order to make them effective and efficient in their job through instruction, practice, demonstration or other practices either on the job or in a formal training session.

Training is basically necessary for the new employees only. This is kind of a myth because ongoing trainees help them to adjust in the rapidly changing environment of the working job requirements. Training services is the framework for helping employees to develop their personal and organizational skills, knowledge and abilities.

1.1 Method commonly used to assess training needs

Data gathering is the cornerstone of any needs assessment project. The fundamental premise of needs assessment is that in order to make effective decisions about current or future training needs, data must first be gathered. There are many ways to collect data. Commonly used methods are interviews, focus groups,

surveys and questionnaires and observation. Other methods include the nominal group technique, action research. Most needs assessments employ one or several data gathering techniques. A focus group is an interactive exchange between an interviewer/facilitator and a group of people. Typically the discussion is guided by the facilitator according to a preplanned set of questions. You might be familiar with the focus groups by some other term such as round table discussion.

2. LITERATURE REVIEW

One major area of the Human Resource Management function of particular relevance to the effective use of human resources is training and development. Few people these days would argue against the importance of training as a major influence on the success of an organization. Employees are a crucial, but expensive resource.

In order to sustain economic growth and effective performance, it is important to optimize the contribution of employees to the aims and goals of the organizations. The importance of training as a central role of management has long been recognized by leading writers. For instance according to Drucker (1998), the one contribution a manager is uniquely expected to make is to give others vision and ability to perform.

The general movement towards downsizing, flexible structures of organizations and the nature of management moving towards the devolution of power to the workforce give increasing emphasis to an environment of coaching and support. Training is necessary to ensure an adequate supply of staff that is technically and socially competent and capable of career development into specialist departments or management positions. There is therefore a continual need for the process of staff development, and training fulfils an important part of this process. Training should be viewed therefore as an integral part of the process of total quality management.

The purpose of training is mainly to improve knowledge and skills, and to change attitudes or behavior. It is one of the most important potential motivators which can lead to many possible benefits for both individuals and the organization. Changing technology requires that employees possess the knowledge, skills and abilities needed to cope with new processes and production techniques.

Edwin Flippo also came out with the fact that the more highly motivated the trainee, the more quickly and thoroughly a new skill or knowledge is learned. This means training must be related to something which the trainee desires. This could be money, job promotion, recognition and so on.

K. Aswathappa (1997). *Human resources and Personnel Management* it is clear that training and development may be understood as any attempt to improve current or future employee performance by increasing an employee's ability to perform through

learning, usually by changing the employee's attitude or increasing his or her skills and knowledge. The need for training and development is determined by the employee's performance.

Shashi K. Gupta and Rosy Joshi (2007), in their book *Human Resource Management*, concerned with the human beings in an organisation. It reflects a new outlook which views organization's manpower as its resources and assets. Training is therefore a key element for improved organizational performance; it increases the level of individual and organizational competences. It helps to reconcile the gap between what should happen and what is happening – between desired targets or standards and actual levels of work performance. Although many employers continue to have reservations about the cost and extent of tangible business returns from training, the development of skills has been identified as a key factor in sharpening competitiveness.

3. OBJECTIVES OF THE STUDY

Some of the objectives of the study are as follows:

1. To know what kind of training is provided in the organization.
2. To find out how often training program is conducted in the organization.
3. To identify what kind of training method does the employees prefer.
4. To know that does training results in motivation and development in performance or productivity.

4. RESEARCH METHODOLOGY

This study begin with critical examinations of the training and development function and how the needs assessment fits into this process, followed by an in – depth look at the core concepts and steps involved in conducting training needs assessment. Critical inquiry is done for analysis of secondary data collected from different literature, such as books, reports, manuals etc. Further primary data were collected, for which 25 employee were selected and questionnaire method was used for primary data collection.

5. ANALYSIS AND INTERPRETATION

- 5.1. Awareness of employee about training and development policy of organization

Table-1. Employee response on T&D

Particulars	No. of respondents	Percentage
Yes	25	100
No	0	0

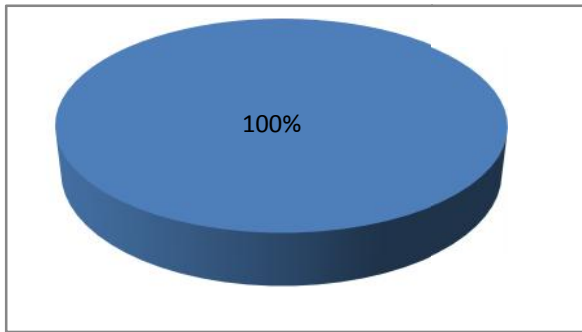


Fig. 1 Employee response on T&D

Interpretation: Bajaj Allianz Life Insurance has training policy. The training policy gives the general direction, provides guidelines and informs employees of training and development opportunities available. The training policy gives the general direction, provides guidelines and informs employees of training and development opportunities available. Employees certainly cannot take advantage of the opportunities offered by a policy whose existence they are not even aware of.

5.2. Training arrangement for the present or new employees

Table 2 Training arrangement

Particulars	No. of respondents	Percentage (%)
Present employees	0	0
New employees	0	0
Both	25	100

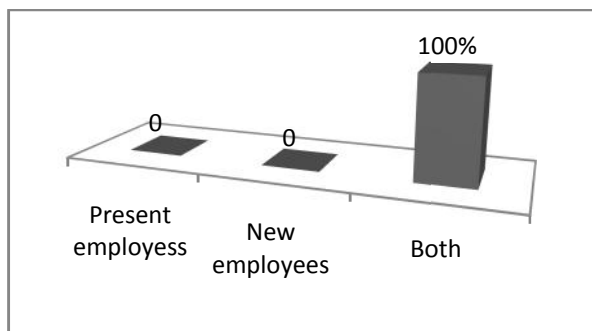


Fig. 2 Training arrangement

Interpretation: Bajaj Allianz Life Insurance provides training to both present and news employees. The fundamental purpose of training is to improve knowledge and skills and to change attitudes and behavior for the purpose of enhancing organizational effectiveness and performance. Training is one of the most potential motivators which can lead to many possible benefits for both individuals and the organization. Changing technology requires that employees possess the knowledge, skills and abilities

needed to cope with new processes and production techniques.

5.2. Training methods used by the organization to train the employees

Table 3 Response on Training methods

Particulars	Respondents	Percentage (%)
On the job raining	7	28
Off the job training	4	24
lectures	2	8
Audio visual	3	12
All the above	9	36
Others	0	0

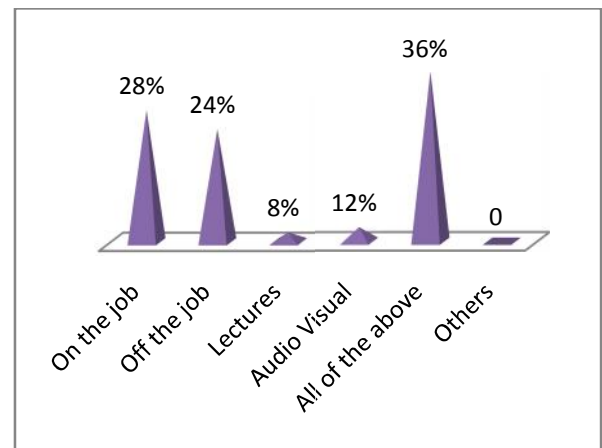


Fig. 3 Different Types of Training

Interpretation: The selection of method for training has to be based on identified training needs, training objectives, an understanding on the part of the trainees, the resources available and an awareness of learning principles. The employees mostly received training through on the job, off the job and audio visuals. On how the training plan, lessons, and trainers were determined, the Training Manager again indicated that it depended on the situation at hand. Training is a planned and systematic process that goes to develop employees.

5.4. Frequency of training programmed conducted by the organization

Table 4 Frequency of training response

Particulars	Frequency	Percentage (%)
Every month	22	88
Every quarter	3	12
Half Yearly	0	0
Once In a year	0	0
Others	0	0

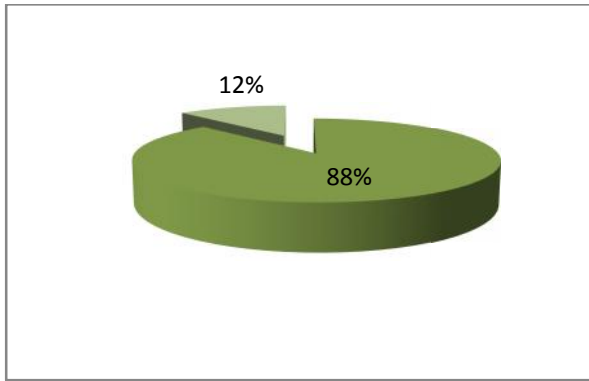


Fig. 4 Training program conducted

Interpretation: Training is conducted mostly every month for the employees (80%) and 12% received quarterly, 8% half yearly. The basic objectives of training are to help develop capabilities and capacities of the employees both new and old by upgrading their skills and knowledge so the organization could gainfully avail their services for higher grade professional, technical, sales or production positions from within the organization.

5.5. Participation of employee in training actively

Table 5. Employee participation

Particulars	Response	Percentage (%)
Yes	23	92
No	1	4
Somehow	1	4

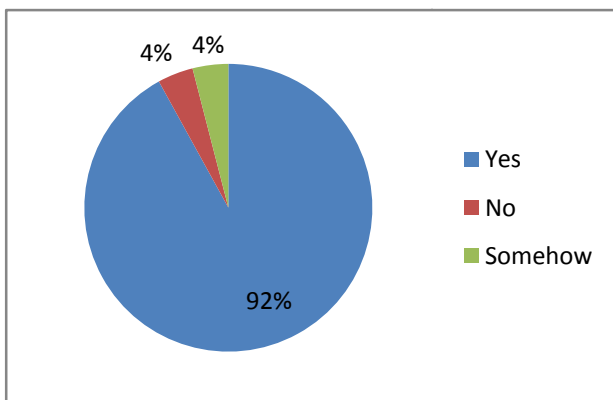


Fig. 5 participation in training

Interpretation: The table and chart shows that 92% of respondents have participated in training in one form or the other. There are little person who have not participated in any form of training in spite of the known dividends of training and even when Bajaj Allianz has a clear training policy. Selecting participants through a careful process of training needs identification is therefore the proper process of initiating training. Subsequently, respondents were asked a series of questions to determine the flow,

planned and systematic nature of the training and development process at Bajaj Allianz Life Insurance. The starting point was to know how respondents were selected for inclusion in the training programs they participated in.

5.6. Satisfaction and motivated with the training programs

Table 6. Satisfaction from training

Particulars	Response	Percentage (%)
Highly satisfied	10	40
Satisfied	15	60
Dissatisfied	0	0
Highly Dissatisfied	0	0

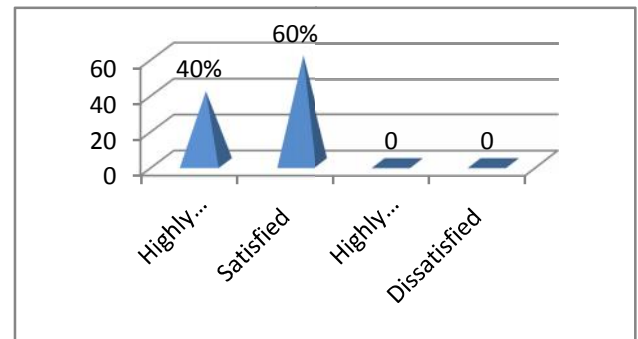


Fig. 6 Satisfaction from traing

Interpretation: Training is a planned and systematic effort by which Managements of organizations aim at altering behavior, and encouraging employees in a direction that will achieve organizational goals. One of the key known benefits of training is the motivation it provides those who receive it. Indeed, according to Cole (2002), employees who receive training have increased confidence and motivation. That is, training can achieve high morale for an organization. The study therefore sought the opinion of the respondents whether they feel motivated and satisfied with the training. The above figure shows that majority of respondents feel motivated in training activities.

5.7. Plan induction training in the organization

Table 7 Induction training

Particulars	Response	Percentage (%)
Strongly agree	15	60
Agree	9	36
Disagree	0	0
Strongly Disagree	0	0
Can't say	1	4

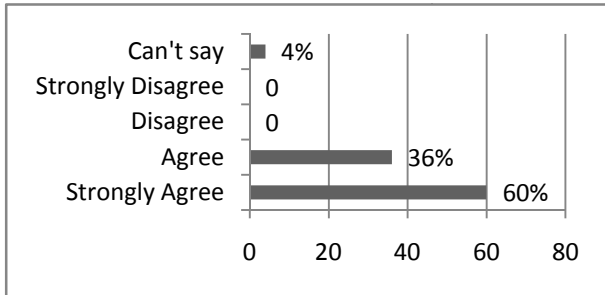


Fig. 7. Induction Training

Interpretation: The responses, together in providing training add up to the conclusion that training and development at Bajaj Allianz Life Insurance Company indeed is well planned and systematic. Thus, it is the knowledge and skills acquired for the job that makes employees effective and efficient. Training is the means by which such skills; knowledge and attitudes are impacted to employees to enhance efficiency and effectiveness.

5.8. Impact of training on higher skills

Table 8. Training impact on skills

Particulars	Response	Percentage (%)
Equipped me with higher skills	21	84
No impact on my higher skills	1	4
Not sure	3	12

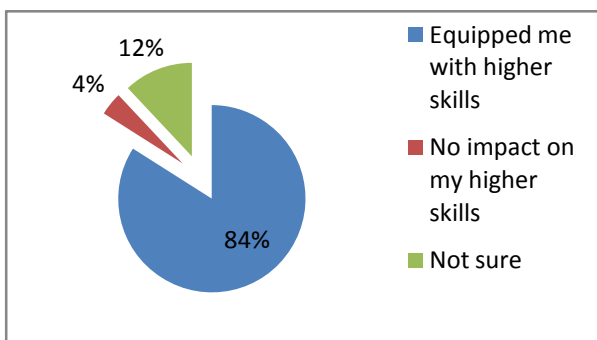


Fig. 8. Knowledge of training

Interpretation: Higher skills are a key component of any productivity equation, and as many as 84% of the respondents do believe that training has to do with their skills. This confirms the discussion on training impact on performance, because training affects productivity and performance through the higher skills it impacts to employees to enable them know their job better and

perform it better. Clearly therefore, we can conclude that the hypothesis that “Training and development activities at Bajaj Allianz Life Insurance Company have largely a positively impact worker performance and productivity”.

5.9. Preference of training methods

Table 9. Training Performance

Particulars	Response	Percentage (%)
On the job training	22	88
Off the job training	1	4
Coaching	2	8
Others	0	0

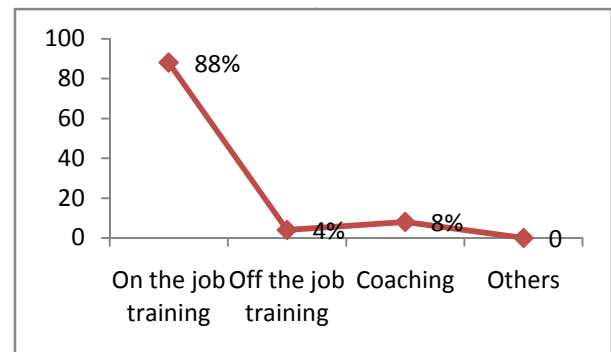


Fig. 9. Performance of different types of training

Interpretation: It was important for the study to determine the kinds of training that the employee prefer or expect. The respondents were also asked what kind of training they prefer, 88% respondents expect/prefer on the job, 8% of the respondents prefer coaching and the other mentioned off the job training. Training involves teaching the employee now to perform the job for which he or she was hired or employed for. This is to help employees to acquire the necessary skills and experience for specific jobs.

5.10. Impact of Training program to increase the productivity

Table 10. Impact of training

Particulars	Response	Percentage (%)
Strongly agree	9	36
Agree	14	56
Disagree	0	0
Strongly Disagree	0	0
Can't say	2	8

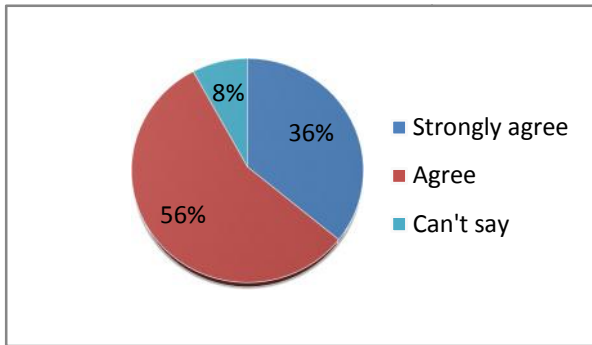


Fig. 10 Training on performance

Interpretation: The ultimate objective of training however is to help improve both individual and organizational performance. The quality of employees and their development through training are major factors in determining long-term profitability and optimum performance of organizations. To hire and keep quality employees, it is good policy to invest in the development of their skills, knowledge and abilities so that individual and ultimately organizational productivity can increase.

6. FINDINGS

1. Bajaj Allianz Life Insurance Company has training policy and both present and new employees are given training every month, quarterly or half yearly.
2. The company provides various training methods such as on the job training, off the job training, audio visuals and lectures. Most of the respondents or employees are participated in training actively.
3. The respondents feel motivated with the training provided in the Company. Training is a planned and systematic effort by which Managements of organizations aim at altering behavior, and encouraging employees in a direction that will achieve organizational goals. One of the key known benefits of training is the motivation it provides those who receive it.
4. The results also revealed that, majority believes that training has to do with their skills. Training not only provides new knowledge but also higher skills and creates awareness to recognize their responsibilities and contribute their very best to the organization that they serve.
5. Majority of the respondents or employee prefer or expect on the job training as it is the most effective method of development applicable at all level to a wide range of semi-skilled, skilled and technical jobs, as well as supervisory and management development programmed.
6. Training helps in increasing productivity, it improves the performance of employees. Increased

skills and efficiency results in better quality and quantity of production. A trained worker will handle machines carefully and will use the materials in an economical way.

7. CONCLUSION

On the whole, the study sought to investigate the impact of training and development on worker performance and productivity in Bajaj Allianz Life Insurance Company as a case study and findings and recommendations provided. The company is doing absolutely very well in all aspects as a whole and the work culture is also very good and motivating to the employees and can be a great example to other companies and the company should continue to have a good training budget to maintain and develop a good training program in the future for improving the performance of the company out growing all the other competitors. From the results of the study, it can be concluded that Bajaj Allianz Life Insurance Company certainly had a well-established policy to invest in the training and development of employees.

It also organizes training programs from time to time for its employees to update their knowledge and skills and to ensure that maximum efficiency exist in Bajaj Allianz Life Insurance Company. Employees who realized the need for change in attitude and want to develop themselves through formal education in order to equip with modern technological advances self-sponsored themselves to acquire these skills.

8. REFERENCES

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