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**EMPLOYEE PERFORMANCE IMPROVEMENT THROUGH
TRAINING AND DEVELOPMENT PRACTICES: A STUDY AT
SRI AMMAN STEELS**

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Keywords

Training and Development, Employee Performance, Productivity, Human Resource Management, Steel Industry.

Abstract

This study focuses on the training and development practices followed at Sri Amman Steels and their effect on employee performance and organizational productivity. Training and development are important aspects of human resource management that aim to enhance employees' knowledge, abilities, and efficiency. The research adopts a descriptive research design with a sample size of 100 employees to assess the effectiveness of existing training methods such as on-the-job and off-the-job training programs. The findings reveal that a majority of employees feel the organization effectively identifies training requirements. Statistical analysis using the Chi-Square test shows a meaningful relationship between training



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	practices and employee performance. The study concludes that systematic and well-planned training programs help reduce workplace errors and improve overall organizational effectiveness.
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I.INTRODUCTION

Training and development are important functions of human resource management that focus on improving employees' knowledge, skills, abilities, and overall performance. In today's competitive business environment, organizations must continuously upgrade the capabilities of their workforce to achieve higher productivity and organizational growth. Training and development programs help employees adapt to technological advancements, changing market conditions, and evolving customer expectations.

Training refers to the systematic process of enhancing employees' skills and competencies required to perform their current jobs effectively. It is usually short-term and job-oriented, concentrating on improving technical knowledge, operational efficiency, and work-related behaviors. Through proper training, employees can perform their tasks with greater accuracy, confidence, and efficiency. Organizations commonly use methods such as on-the-job training, demonstrations, workshops, simulations, and e-learning programs to provide practical and theoretical knowledge to employees.

Development, on the other hand, is a long-term process that focuses on the overall growth and future career advancement of employees. It aims to improve leadership qualities, communication abilities, decision-making skills, and problem-solving capabilities. Development programs prepare employees for higher responsibilities and managerial positions within the organization. These initiatives not only support individual career growth but also contribute to the creation of a strong and capable workforce for the future.

Effective training and development practices provide several benefits to organizations, such as improved employee performance, increased productivity, reduced workplace errors, higher job satisfaction, and better employee retention. They also encourage teamwork, innovation, and adaptability among employees. In manufacturing industries like steel production, where technical skills and operational efficiency are highly important, training and development play a crucial role in ensuring safety, quality, and organizational success.

Therefore, organizations increasingly invest in structured training and development programs to enhance employee efficiency and maintain a competitive advantage in the industry.

Factors Affecting Training and Development:

- Organizational Objectives
- Employee Needs
- Management Support
- Technology and Innovation



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- Training Methods
- Trainer Competency
- Work Environment
- Employee Motivation
- Financial Resources
- Evaluation and Feedback

Statement of the Problem

Although training is considered important in organizations, many companies face challenges in aligning training programs with the actual needs of employees. Limitations such as high training costs and lack of time often reduce the effectiveness of these programs. Therefore, identifying the gaps between employee expectations and training practices is necessary to meet workplace requirements effectively.

The high cost of training programs, which includes costs for instructors, learning resources, infrastructure, and technology, is another significant problem. The quantity and caliber of training offered are frequently restricted by these financial limitations. Additionally, time constraints and severe workloads often make it impossible for employees to attend training sessions, which lowers participation and the overall efficacy of training activities.

II.OBJECTIVES OF THE STUDY

- To study the existing training methods followed at Sri Amman Steels.
- To evaluate the effectiveness of training programs in improving employee skills and performance.
- To examine the impact of training on employee productivity and efficiency.
- To provide suggestions for enhancing current training and development practices.

III.REVIEW OF LITERATURE

- Aguinis&Kraiger (2016): Training programs improve both individual and team performance by minimizing errors and increasing employee confidence.
- Diamantidis&Chatzoglou (2019): Organizational support and a strong learning culture are essential for successful training outcomes.
- Saks & Burke (2017): Employee motivation and the work environment strongly influence the effectiveness of training transfer.
- P. Subba Rao (2017): Well-structured training programs help employees understand industry practices and improve job performance.
- C.B. Mamoria (2016): Effective training enables employees to complete tasks more systematically and efficiently, thereby improving productivity.
- Sharma & Verma (2021): Training has a direct positive impact on work accuracy and performance in Indian industries.



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IV. RESEARCH METHODOLOGY

The study uses a descriptive research design to examine the training and development practices adopted at Sri Amman Steels.

Research methodology refers to the systematic plan and procedure used to conduct the study in a structured and reliable manner. It includes the methods of data collection, sampling design, and techniques used for analyzing the collected information to achieve the objectives of the study.

In this study on training and development practices in Sri Amman Steels, a descriptive research design is adopted. The study focuses on analyzing the existing training methods and evaluating their effectiveness in improving employee performance.

- Sampling Technique: Simple random sampling was used, and data was collected from 100 employees across different departments.
- Data Collection: Primary data was collected through a structured questionnaire, while secondary data was obtained from company records, journals, and annual reports.

Hypothesis:

- H0: There is no significant relationship between training practices and employee performance.
- H1: There is a significant relationship between training practices and employee performance.
- Statistical Tools Used: Percentage analysis, Chi-Square test, and Correlation analysis were applied to interpret the collected data.

V. DATA ANALYSIS AND INTERPRETATION

GENDER

S. No	Gender	No. of Respondents	Percentage
1.	Male	83	83%
2.	Female	17	17%
	Total	100	100

Gender: 83% of the respondents are male and 17% are female.

AGE GROUP

S. No	Age Group	No. of Respondents	Percentage
1.	Below 25 yrs.	18	18%
2.	26 yrs. – 30yrs.	33	33%
3.	31 yrs. – 35 yrs.	23	23%



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4.	36 yrs. – 40 yrs.	11	11%
5.	Above 40 yrs.	15	15%
	Total	100	100

Age Group: The majority of employees (33%) belong to the age group of 26–30 years.

EDUCATIONAL QUALIFICATION

S. No	Educational Qualification	No. of Respondents	Percentage
1.	SSLC	18	18%
2.	HSC	13	13%
3.	Diploma	39	39%
4.	UG	21	21%
5.	PG	9	9%
	Total	100	100

Educational Qualification: 39% of employees possess diploma qualifications, while 21% hold undergraduate degrees.

COMPANY IDENTIFIES EMPLOYEE TRAINING NEEDS EFFECTIVELY

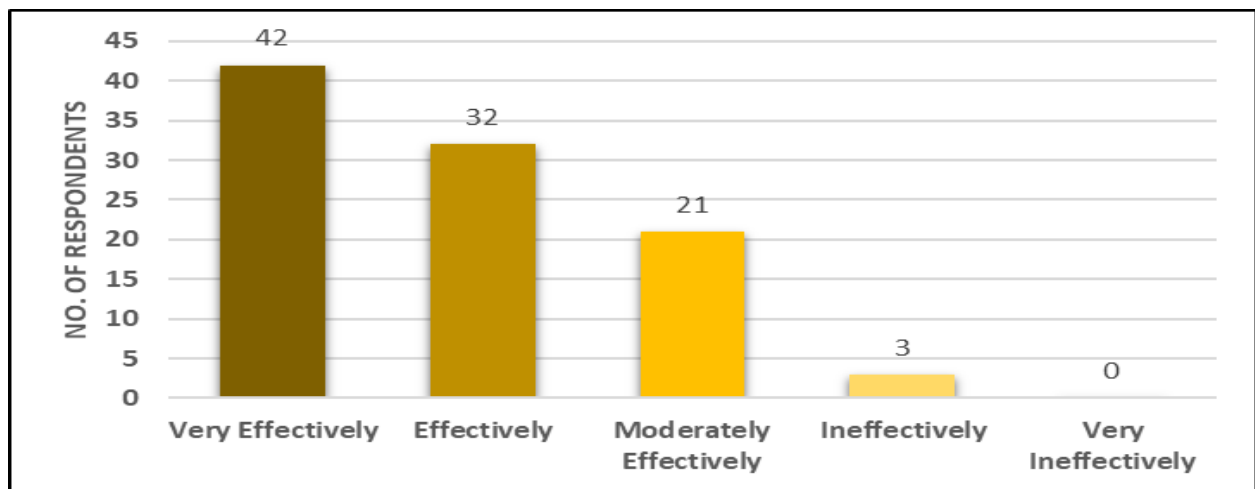
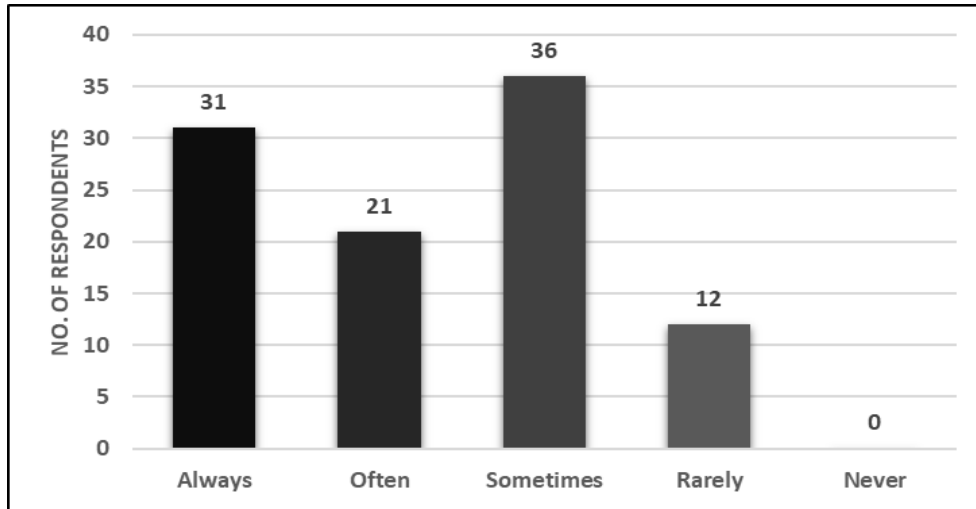


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TRAINING PROGRAM PLANNED REGULARLY IN THE ORGANIZATION



EMPLOYEE CONSULTED BEFORE DESIGNING TRAINING PROGRAMS

S. No	Particulars	No. of Respondents	Percentage
1.	Fully Consulted	43	43%
2.	Mostly Consulted	31	31%
3.	Sometimes Consulted	24	24%
4.	Rarely Consulted	2	2%
5.	Never Consulted	0	0
	Total	100	100

Source: Primary Data

Analysis of Training Effectiveness

Particulars	Percentage of Respondents
Identification of Training Needs	42% Very Effective; 32% Effective
Training Methods	47% Very Effective; 22% Effective
Improvement in Job Performance	58% Highly Improved; 17% Improved
Contribution to Productivity	41% Highly Helpful; 33% Helpful

Statistical Analysis

The Chi-Square test conducted on regularly planned training programs produced a value of 13.680



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with a significance level of 0.003 ($p < 0.05$). This result indicates that the frequency and quality of training programs have a significant impact on employee perception and performance. Hence, the null hypothesis was rejected, confirming a strong relationship between training practices and employee performance.

V. Findings

- The majority of respondents are male (83%), indicating a strong gender imbalance in the sample.
- Most respondents belong to the 26–30 years age group (33%), showing that young adults form the largest segment.
- A significant portion of respondents are diploma holders (39%), followed by UG graduates (21%).
- The workforce is mainly composed of skilled roles such as fitters (32%) and machine operators (31%).
- Most employees have relatively low experience, with 37% having 1–2 years of experience.
- Employees generally feel that the company effectively identifies training needs, with 74% responding positively (very effective/effective).
- Training programs are conducted regularly, though 36% feel they are organized only sometimes.
- Employee consultation in training design is high, with 74% stating they are fully or mostly consulted.
- Training objectives are generally clear, as 68% of respondents agree or strongly agree.
- Training methods are considered effective, with 69% rating them as very effective or effective.
- Practical training along with theory is well provided, with 73% agreement levels.
- Training materials are easy to understand for most respondents (75% very easy/easy).
- Trainers are highly skilled and knowledgeable, with 81% rating them as excellent or good.
- Training has a strong positive impact on job performance, with 75% reporting high or moderate improvement.
- Productivity improvement due to training is also positively perceived by 74% of respondents.
- Training helps reduce workplace mistakes, with 89% agreement (strongly agree/agree).
- Employees feel training prepares them for future responsibilities, with 67% fully or well prepared.

VI. SUGGESTIONS

- Training programs should be conducted more regularly with a fixed schedule to ensure continuous skill development.
- The company can adopt advanced e-learning tools and digital training platforms to overcome time-related challenges.
- Greater emphasis should be given to soft skills and interpersonal training to strengthen teamwork and communication among employees.



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VII. CONCLUSION

Training and development play a crucial role in improving employee performance, productivity, and organizational effectiveness. Effective training programs help employees enhance their skills, knowledge, and confidence in performing their duties efficiently. Development initiatives support long-term career growth by preparing employees for future responsibilities and leadership roles.

The study highlights that well-planned training and development practices positively influence employee efficiency, reduce workplace errors, and improve overall job satisfaction. Support from management, proper training methods, modern technology, and continuous evaluation are important factors that contribute to the success of these programs.

In industries such as steel manufacturing, where technical expertise and operational efficiency are essential, continuous learning and skill development are necessary for maintaining quality, safety, and competitiveness. Therefore, organizations should regularly update and strengthen their training and development practices to achieve both employee growth and organizational success.

AUTHOR(S) CONTRIBUTION

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CONFLICTS OF INTEREST

The authors declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

PLAGIARISM POLICY

All authors declare that any kind of violation of plagiarism, copyright and ethical matters will take care by all authors. Journal and editors are not liable for aforesaid matters.

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