



# TRANSFER OF LEARNING AND ITS IMPACT ON EMPLOYEES' JOB PERFORMANCE IN IT AND ITeS SECTOR

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## ABSTRACT

Employees are the major assets of any organization. Every organizations needs well trained employees to perform the activities effectively and efficiently. It is the continuous process of the organizations that helps to develop skills, knowledge and abilities. Transfer of learning from management development programmes has been described as the effective and continuing application back at work of the knowledge and skills gained on those programmes. It is a very important issue for organizations today, given the large amounts of investment in these programmes and the small amounts of that investment that actually translates into an improved individual and organizational performance. The purpose of the study is to find out the transfer of learning and its impact on employees' job performance in IT and ITeS sector in Mangaluru city.. The study found out that employees are aware about training; employees are motivated through training; and 64 percent believed training has positive impact employees' performance. The study suggested that training facilitators should be dynamically followed and made required and the employer should give compulsory training programs for all employees in order to improve performance. The study decided that there is need for continuous training and learning transfer is a major impact on employees' job performances.

## Keywords:

Training, Development, Transfer of Learning, Job Satisfaction, Employee Performance.

## INTRODUCTION

We are living in a global village. The world is becoming smaller and our business is becoming larger as the result of globalization. In this regard the companies must be competitive to face the challenges of the globalization. The competitive advantages of the firm depend on the knowledge and skills possessed by the employees (Drucker, 1999). Training and development have become one of the necessary functions in most organizations, because they lead to high performance in the same field and are important part of human resource department, it has a significant effect on the success of an organization through improving employee performance (Mozael, 2015). There is significant positive relationship exists between employee training and development and the employee performance (Naveed, 2014).

Current organizations are facing extensive competition, continuously changing technological

and business environment. Globalization and ever changing customer needs have added up more challenges on business organizations. In order to meet these challenges, the industries are seeking to reach its targeted profit level by ensuring proper training and development of employees. Employees are most precious asset for any company as they can build up or destroy reputation of company and they can effect profitability (Elnaga and Imran, 2013). Training is more present-day oriented that focus on individuals current jobs, specific skills and abilities to immediately perform their jobs while development enhances behaviors, attitudes and improves employee performance in an organization. It is the process of increasing the knowledge and skills of an employee, for doing a particular job. Training is of much significance in achieving the objectives of the organization by keeping in view the interest of employees and organization (Stone, 2002). Development is a long term education



process utilizing a systematic and organized procedure by which managerial personnel learn conceptual and theoretical knowledge for general purpose. Training and development proves to be a parameter for enhancing the ability of the workforce for achieving the organizational objectives. Training is seen as a useful means of coping with changes fostered by technological innovation; market competition, organizational structuring and most importantly it plays a key role to enhance employee performance. Thus the objective of this study is to show the impact of training and development on employees performance. Training and development have become one of the necessary functions in most organizations, because they lead to high performance in the same field and are important part of human resource department, it has a significant effect on the success of an organization through improving employee performance (Mozael, 2015).

The existing organizations should deal with training necessitates linked up with altering and growing internationalization of industry, diverse national point of view and a varied workforce (Abdus, 2011). Training is of much significance in achieving the objectives of the organization by keeping in view the interest of employees and organization (Stone, 2002). Training includes but not limited to software training, management training whereas development focuses primarily on the activities that improve employee skills for future endeavors. Firms are now facing new changes due to the rapid pace of technological and global development. Technological advancements have brought about the need of competencies and capabilities needed to perform a specific task. In order to manage these challenges, more enhanced and efficient training programs are needed by all corporations.

Organisations main aim is to continuously focusing on employees' performance as well as new strategies to improve their performance by giving useful training tools. The main aim of the organisation is to transfer the learnt knowledge in their workplace soon after back from training place. In simple way transfer may be defined as "the partial

or total application or carryover of knowledge, skills, habits, attitudes from one situation to another situation". From elementary to secondary school, technical and industrial training, and higher education, the aim of all education is to apply what we learn in various contexts and to understand and expand the learning to entirely new circumstances. This is referred to as transfer of learning (Haskell, R. E. 2000). When learning something new, we take what we've learned before and apply it to both familiar and unfamiliar situations. Transfer of learning, on the other hand, is at the heart of learning, reasoning, and problem-solving. Learning transfer is closely related to learning retention. The application of what was learned to the job environment is referred to as learning transfer as a phenomenon of workplace learning and further training in organisations. Individuals and organisational units or organisations are also learners (Schneider, K 2014). When our prior experience, abilities, and skills have an effect on the learning or success of new activities, we call this transfer (General Literacy Secretariat, Canada).

The method of applying information or skills learned in one context to a new or different context is known as transition. Learning transfer happens as learning in one sense improves (positive transfer) or degrades (negative transfer) a similar output in another (Perkins, 1999).

## LITERATURE REVIEW

Training and development is essential for all organizations to achieve their objectives. Many researchers have been done in this area for understanding the importance of training and development.

According to Abbas Q. and Yaqoob (2009) this fact is of no question that the most domineering apprehension for organizations is performance. The study found that training and development had positively correlated and claimed statistically significant relationship with employee performance and effectiveness.

There have been many studies conducted on this subject. HRM activities are considered as a gift in the eyes of employees and training is one



of them (Mahbuba, 2013). According to Iftikhar and Sirajud (2009) training and development is an important activity to increase the performance of the employees.

Without the training the organization cannot achieve the organizations strategic goals, mission, and effectiveness. On the other hand, Miller and Osinski (2002); Rajasekar and Khan (2013) focused and analyzed that employee training & development is one of the essential parts of human resources management with the identification of organizational need, technique and procedure at different industrial perspectives.

Regardless how the transfers of training elements have been described, there has been general agreement amongst researchers that transfer of training is a critical issue in HRD. For instance, Baldwin and Ford (1988), in their early model of the transfer process provided HRD researchers and practitioners of organisational training with an understanding of the range of factors affecting transfer of training include a range of trainee characteristics, the training course design and the type of work environment.

Further, many researchers in this area have emphasised that any effort taken to evaluate training effectiveness must look for these elements of transfer of training (Broad & Newstrom 1992; Kirkpatrick 1994; Noe 2005; Noe et al. 2004). According to Bates (2003), training can do little to increase individual or organisational performance unless what is learned as a result of training is transferred to the job.

Many researchers have acknowledged that transfer of training will occur only when trainees have the motivation or desire to use the learned knowledge and skills on the job (Baldwin & Ford 1988; Noe 1986; Noe & Schmitt 1986; Wexley & Latham 1991). Perhaps, without motivation to transfer, even the most systematic training program will struggle to be effective. However, little is known about the specific factors that impact on a trainee's motivation to transfer training to the job (Seyler et al. 1998; Tannenbaum & Yulk 1992).

**Employee Training :** Training is the learning process that is the indispensable part of human

resource development. According to Abbas Z. (2014) training as an essential element to an employee for the development of the companies because some of the employees have lack of knowledge skills and competencies and failed to accomplish task on timely basis. Besides, Training is a learning activity directed towards the acquisition of specific knowledge and skills for the purpose of an occupation or task. The focus of training is the job or task for example, the need to have efficiency and safety in the operation of particular machines or equipment, or the need for an effective sales force to mention but a few (Cole, 2002).

According to Saleem et al. (2011) training is an organized increase from the know-how skills and sensations needed for staff members to execute efficiently in the offered process, as well as, to operate in underling situation. Furthermore, training also increases the abilities of employee's very effective way by motivating them and converting them in to well organize and well-mannered, that ultimately affects the performance of organization.

However, Laing (2009) training is defined as an indicator to enhance superior skills, knowledge, capabilities and outlook of the employees that results in effective performance of the workers. Moreover, he adds one more thing, that is, training extends the production of the organization. In line with this is the belief that training is important mean to improve the employees' productivity which ultimately affects the organization performance and effectiveness (Singh and Mohanty, 2012).

According to Nunvi (2006), training programs are directed towards maintaining and improving current job performance while development seeks to improve skills for future jobs. Besides Armstrong (1996), emphasized that training should be developed and practiced within the organization by appreciating learning of theories and approaches, if training is to be well understood. Training is a type of activity which is planned, systematic and it results in enhanced level of skill, knowledge and competency that are necessary to perform work effectively Gordon (1992). On the other hand, development is a broad ongoing multi-faceted set of activities (training activities among them)



aimed at bringing someone or an organization up to another threshold of performance, often to perform some job or a new role in the future (McNamara, 2008). While Singh and Mohanty (2012) explained in their research that training is an important tool for the purpose of enhancing the workforce performance and it'll ultimately increase the worth of an organization but organization ought to be balance amongst training worth and training disbursement.

Besides, Chris (2011) employee training is essential for the organization to develop the performance of the employees and the organization should evaluate the training program as per the objectives and missions.

In the same way training enhancement of skills pertaining to a particular job while development has its scope stretched across the growth and personal development of the employees Obisi (2011). Moreover, Cambell (1971) has given his views as training improves the skill level of technical staff during a short period of time for a specific objective while development allows the managers to learn and grow during a long term learning period having wide-ranging objective. Also, Armstrong M. (2009) has differentiated training from development by putting his concept into words that development is meant to acquire new knowledge and skills that help to progress into some future job requirements while training helps in gaining those competencies that enable the employees to better perform in their present jobs.

Further researchers added that technological developments, atomization, mechanization, changing environment and organizational change have gradually led some employers to the realization that success relies on the skills and abilities of their employees, and this means considerable and continuous investment in training and development Khan et al. (2011). Training the act of increasing the knowledge, skills, abilities of an employee for doing a specific job .It an is an organized increase from the know-how skills and sensations needed for staff members to execute efficiently in the offered process, as well as, to operate in underling situation Saleem et al. (2011).

Moreover, Laing (2009) assumed that training as an indicator to enhance superior skills, knowledge, capabilities and outlook of the employees that results in effective performance of the workers.

However, Singh and Mohanty (2012) believe that training is important mean to improve the employees' productivity which ultimately affects the organization performance and effectiveness. On the other hand Training must be talked in such a way that it covers the employees' performance-development needs and is in accordance with their job descriptions. In addition to the previous arguments, McConnell (2004) supports a partnership approach between the employees and their companies in determining training needs, as well as the involvement of the employees in setting up training goals. Besides Mehrdad et al. (2009) also said that training techniques are classified into behavioral or On-the-job (orientations, job instruction training, apprenticeships, internships and assistantships, job rotation and coaching) and cognitive or off-the-job (Lectures, computer-based training, games and simulations etc.

According to Mahbuba (2013) assumed that trainers role is shifting from a simple role of providing skills to active communicator, who makes an effort in achieving training as well as organizational objectives. The main objective of the training is to improve the knowledge and skills, change attitude and behavior of the employees so that they can easily adapt the new technology in the organization for production. As result the turnover and absenteeism rate will be less. Well trained employees show both quantity and quality performance. There is less wastage of time, money and resources if employees are properly trained James et al. (2014).

## **2.2 Transfer of learning/ training**

Government and organizations spend billions of dollars every year on formal training and development programs, and vastly increasing investment in education and training of health workers has been reported globally. There is concern that the bulk of training expenditures do not transfer to the job. Estimates suggest that employees transfer less than 10% of training and



development expenditures back to their workplace. It is reported in industry and health care settings as well that only a small amount of what learned in training are applied on the job. These findings confirm a serious transfer problem for organizations and indicate the glaring gap between training efforts and organizational outcomes. If organizations are to benefit from their training investments, it is crucial to improve the effectiveness of training and get the best use of training funds. It is suggested that the effectiveness of training depends on training transfer or transfer of learning, which is defined as the extent to which knowledge, skills and attitudes learned in work-related training are applied on the job and subsequent maintenance of them over a certain period of time.

Transfer of learning needs to be considered as a multidimensional construct because different authors view transfer of training differently, attributing a variety of features to its definition. For example, Wexley and Latham (1991) suggest that transfer can be measured as a positive, negative or a zero. Positive transfer occurs when learning in the training situation results in better performance on the job. This reflects the general assumption behind most definitions of transfer of training. Negative transfer occurs when learning in the training situation results in poorer performance on the job. Zero transfer, not surprisingly, occurs when learning in the training situation has no effect on the job performance.

## OBJECTIVES OF THE STUDY

The study investigated the impact of training and development on employee performance. This research work looks at training and development as an HRM practices and its effect on employee performance in the organization. Definitely, the aim of the study is to find out:

- Effect of transfer of learning on employees' performance
- The impact of training transfer on organizational productivity
- The impact of training on employee satisfaction.
- The need of employee training in organization.

## METHODOLOGY OF THE STUDY

### Sample and Data Collection

100 questionnaires were distributed among the different employees in IT and ITeS sector in Mangaluru city. The response rate was agreeable. Convenience sampling technique was used for this study. The data was gathered by using self-administered questionnaire and the participation was voluntary.

### Measures and Scale

Two variables were used in this study i.e. transfer of training, employee performance and job satisfaction. Equally 100 questions of transfer of training and its impact on employee performance were used. Job satisfaction had 2 questions which were adopted from the study of (Cook and Heptworth, 1981). All variables were measured using a 5-point Likert scale in which 5 represented strongly agree to 1 which is strongly disagreeing.

## ANALYSIS AND RESULTS

The main purpose of this study is to evaluate the learning transfer and its impact on employee performance in the organization. Here data have been gathered on the sampled respondents on the influence of training and development on employees' performance, motivation, job satisfaction of the organization.

The findings of this research study and the subsequent evaluation carried out on the responses reflect the key areas of transfer of learning/ training and development and its challenges on employee performance, motivation, retention and morale. Findings from Employees a total number of thirty (100) employees were selected to provide answers to the structured questionnaire .Analysis of survey data is given bellow

Training program is compulsory for the employees for better performance and productivity:

From the analysis, 64 percent of the employees believed that training program is compulsory for better performance and 36 percent employees are not agree with this statement. It is understood that, training program is compulsory for the employees for better performance and productivity.



### **Transfer of Learning has positive influence on job performance:**

From the analysis, 60 percent employees are strongly agreed with this statement. 27 percent are disagreed but 13 percent are not expressing their opinion. So with this we can understand that, majority of the respondents agreed transfer of learning has positive influence on job performance.

### **Training has high influential impact on employee performance:**

It is clear that 66 percent of the respondents strongly agreed with the statement while 24 percent respondents are not agreeing with this. On the other hand 10 percent respondents' are remaining neutral. So it can be said that training has high influential impact on employee performance.

### **Training content:**

62 percent employees are opined that, training content was good to apply new knowledge, 23 percent felt that training content was not good and remaining 15 percent employees were neutral with training content. Though majority is supporting the content, here the organization should change the training content in such ways where employees feel interest to attend the training for better performance.

### **Type of training received from the organization that is directly effect on performance:**

The data depicts that 66.67 percent employees expressed that on-the-job training directly effect on performance. On the other hand 33.33% employees believed that off-the-job training directly effect on performance. So we can say that the on-the-training has direct effect on employees' performance.

Receiving training from the organization to improve performance and productivity

From the data, we can say that among 30 employees 60 percent employees believed that quarterly training programme improve the performance and 26 percent employees are expressed that twice in year training improve performance. On the other hand 14 percent once in year training can improve performance and productivity. Here majority percent are believed

quarterly training programme will improve performance and their productivity.

### **Training has positive impact on employees' performance:**

It shows that 64 percent believed training has positive impact employees' performance, on the other hand 26 percent employees are not believed with this statement and also 10 percent employees did not express anything. So it is observed and believed that, structured and systematic training has positive impact on employees' job performance.

### **Training program helps to create job satisfaction in quality of work life:**

From the data, it is observed that among 30 respondents 64 percent respondents believed training program helps to create job satisfaction and 36 percent respondents' do not believe this statement. Majority percent respondents agreed training programme helps to create job satisfaction in quality of work life.

## **DISCUSSION AND FINDINGS OF THE STUDY**

Training is one of the most potential motivators which can lead to many possible benefits for both individuals and the organization that helps to achieve objectives of the organization. This study examined the impact of transfer of learning on employees' performance in IT and ITeS sector. To achieve these objectives a sample of 30 respondents were selected. The study revealed some findings like average employee strongly belief that training improves skills, knowledge, and abilities and it helps to create their job satisfaction of employees. This statement is similar with the view of Ewuim and Ubochi (2007). Basically better productivity depends on proper training to the employees.

## **RECOMMENDATION**

Many organizations have come to the realization of the importance of the role of training and development programs as it increases the organizations staff efficiency, skills and productivity in order to achieve the benefits of training initiative. The research shows that there is strong impact of training and development on employee performance. All Employees of the organizations



find their training and development beneficial for their performance. Employers should be provided with more training programs in order to reduce the cost of recruiting and training new staff members. On the other hand the provision of feedback to employees after training is recommended in order for employees to become aware of areas where they can improve their performance.

## CONCLUSION

Training and Development is an important aspect of human resource management. It is important for organization to get skilled and capable employees for better performance, and employees will be competent when they have the

knowledge and skill of doing the task. Training and Development would provide opportunities to the employees to make a better career life and get better position in organization.

Therefore, the purpose of this study is to analyze the impact of learning transfer on employee performance. HR Department is continuously hiring skilled people from wide market and thus provides trainings to cope with global challenges. Through various HR activities and training programs as well as motivating employees to apply the new learnt skills and knowledge, they retain talents in the organization, ensure career path for performers to perform more efficiently and effectively to contribute more and more.

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