

An empirical view of Training and Development Practices in Service Sector in Relation to Employee Engagement Across Delhi and NCR

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ABSTRACT

Training and development is an important contributing factor which enhances the employee productivity and performance through employee engagement. Considering the service sector, it can be analysed that training and development are necessary to train the employees how to interact with the customers professionally. In this context, the researcher has conducted secondary information which is relevant to the study and met the study aim. Different types of methods like research design, data collection techniques, ethical considerations, sampling and others were chosen to conduct both primary and secondary data and complete the study efficaciously. As per the findings, it has been seen that training enhances the employees' skills and attitude while making them engaged in their work.

Keywords: employee engagement, service sector, training and development

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INTRODUCTION

Research studies on training and development and its impact on employee engagement have attracted considerable attention with an emphasis on the individual characteristic and workplace. An engaged employee plays a significant role in meeting the organisational objectives. Henceforth, employee engagement has become an important factor to measure and evaluate the workforce performance and productivity in an organisation [1]. A competent and skilled employee can meet the organisational goals effectively. In this context, it has been seen that Human Resource Management (HRM) plays a crucial role in developing employee engagement in an organisation. Training and development function of the department of HRM refers to a systematic process to impart skills and knowledge, as a result of which it increases the employee motivation and level of engagement in

their work [2]. Thus, it can be stated in an alternative manner that employee engagement is enhanced with the help of training and development provided in the service sector.

Training is considered as an important factor in a business world since it improves the effectiveness and efficiency of both the organisations and the workforce. Training influences employee engagement. Training influences employee capabilities, due to which their productivity also increases. Training makes an impact on return on investment. The performance of the organization depends on employee engagement and their performance [3]. Henceforth, in order to improve organisational and employee performance, it is important to provide training to the workforce. This also helps them in improving their productivity. Thus, the following study focuses on the importance of training and development

programs in improving the performance of the employees while improving the level of employee engagement. This applies to all sectors of jobs [4]. But, in this study, the researcher has focused on the service industry of Delhi/NCR region where training is important to increase the level of employee engagement, especially for the bank employees who are providing investment and other services to the customers.

Training is significant for employee development in a service sector like banks, and as a result, the staffs can encourage self-abilities and skills while decreasing the operational costs and limiting the organizational liabilities. The service sector is also known as the tertiary sector which provides services like retailing, banking, education, social work, media, health and hotels [5]. A service sector like hotels or banks plays an important role in the development of the economy of a country. The employees here have to deal directly with the customers. Henceforth, training is essential in this sector to teach the staffs to act in a proper way and get engaged with the guests. They should be aware of the proper ways of approaching a customer. Besides that, training helps them to recollect the services that are offered to the consumers so that they can provide the best customer services. By providing training to the staffs, they feel the sense of consideration and thus repay the organisation by portraying their engaged behavior in their work. When the employees are provided with training and vales, they feel confidence which they show in their work, and as a result, their work productivity also increases [6]. The engaged behavior of the workforce motivates them to show their performance with more innovation and creativity. Disengaged employees in a service sector show low productivity, turnover and high absenteeism.

A productive training influences the skills, abilities and knowledge of the employees.

The people in service sector needs to coordinate with the customers and teams and deliver services. The employees can handle problems and experience a better team work or work flow. The employees feel their importance and stick to the company for a longer time-period. As a result, the company can also increase its profitability. Hence, employee engagement through training and development is needed [7]. Critical examination of the recent studies has shown that employee creativity is also affected by training and development at the workplace. If the employees are provided with a suitable training, then, their level of knowledge increases which directly makes an impact on their creativity and productivity. Henceforth, in this study, the researcher has focused on the significance of training and development in a service sector like a bank and its impact on developing the productivity of the employees [8]. Besides that, an emphasis has been given on the improvement of employee performance through employee engagement.

RESEARCH AIM AND OBJECTIVES

The main aim of this research is to study the importance of training and development practices in the service sector of Delhi/NCR and its effect on employee engagement.

The objectives of the study are:

- (a) To identify various training and development practices in the organizations.
- (b) To study the employee engagement levels in the organization.
- (c) To see the impact of training practices on employee engagement.
- (d) To establish the relationship between perception about training and development practices of the organization, and actual training received on the engagement levels of the employees.

LITERATURE REVIEW

The researcher here presents a conceptual idea regarding the employee training and development practices in a service sector and their importance in improving employee performance and engagement. In this context, human resource development also plays an important role while influencing the employee behavior and its outcomes. Elnaga and Imran (2013) [9] commented that they motivate the employees to undertake training which enhances their skills and knowledge. As a result, the productivity of the workforce increases and the employees feel more confidence to get engaged in their work. It makes an impact on their work performance as well. Engaged employees also play an important role in meeting the organizational objectives. Henceforth, Kehoe and Wright (2013) [10] stated that it is important in providing training to the employees, especially in the service sector so that their performance can be improved through their engaged behavior. The researcher in this section has collected secondary data regarding the selected topic to meet the research objectives. Various books, journals and articles have been considered which are relevant to the chosen topic to complete the study.

TRAINING AND DEVELOPMENT PRACTICES IN THE ORGANIZATIONS

There are various types of training and development practices followed in various industries. The needs of various training programs are dependent on different job requirements. The training and development practices can be categorized as follows:

(I) On-job training – This includes job instructions, coaching and apprenticeship, committee assignment, job rotation, step by step training and internship training. According to Anitha (2014) [1], this type of training refers to those activities which

are carried out at the workplace to create work-related skills, attitude and knowledge. This type of training is simple and is conducted to provide or obtain simple facts. Methods like face-to-face and user media (computers or CDs or DVDs) are used in this type of training programs. One important idea regarding this type of training is that the activities that are resulting in learning need to be planned. MacLeod and Clarke (2009) observed that the computer programs are also used at times to train the workforce. This type of training can be further classified as below:

- (a) Basic technique – Here, training is provided by sharing and receiving feedback regarding performance.
- (b) Meta-technique – Here, the training is provided through mentoring and coaching where the one-to-one relationship is involved between the learner and knowledgeable person.
- (c) Organized program – Methods like job rotation, internships and apprenticeships are provided under this training.
- (d) Media-based technique – Here, e-learning, videotapes and computer-assisted learning techniques are used to provide training.

(II) Off-job training – Gruman and Saks (2011) [3] explained that this type of training program includes programmed instructions like class room lectures and other exercises such as business games. This includes case study method, experimental exercises, role-playing, computer modelling and workshop or seminars, etc. The off-job training is placed at locations that are specifically designed to train. If the training is conducted away from the workplace, then, it distracts or allows the trainees to put their attention on the training. There are various methods through which off-job training is provided to the staffs. These are:

- (a) Classroom lecture – This type of training is provided to the managers or white-collar employees in an organization.
- (b) Audio-visual – This type of training is provided with the help of video, presentations, televisions and films. Morrison and Chein (2011) [4] commented that such trainings are scheduled to train the students in educational institutes so that they can remember forever.
- (c) Simulation – Here, training is provided with the help of designed machines or equipment.
- (d) Role playing – Under this training program, the trainees assume the role and act as per the situation. This is also known as psycho-drama or socio-drama method.

Both on-job and off-job trainings are provided to the staffs as per the requirement. In a service sector, it is important to provide both the types of training to provide satisfaction to the employees and improve their performance or productivity.

EMPLOYEE ENGAGEMENT AND ITS DRIVERS IN AN ORGANIZATION

According to Kompaso and Sridevi (2010) [5], employee engagement is a human resource term which is used to retain the organizational employees. This means to engage the employees in their work in order to receive the maximum outputs. It is an instrument to develop both employees and organizations. Employee engagement is a combination of organizational commitment and its values or willingness to help the staffs. An engaged employee works with pride and passion in the company and drives innovation. As a result, the organization moves forward. There are certain drivers of employee engagement that differ from one industry

to another. Avey et al. (2010) [6] noted that an engaged employee contributes significantly to profitability, productivity and customer rating. Leaders play a significant role in raising the levels of employee engagement, and the engagement levels vary from one person to another. Baron and Morin (2010) [7] observed that the drivers are composed of various factors which affect the engagement levels. When the employees feel that they are valued both at the workplace and by the superiors, then their level of engagement in work increases. Praise and recognition create the performance culture which helps in developing a long-term prospect. Good management, effective cooperation, two-way communication, fair pay and benefits, focus on the developing employees and good HR practices serve the basis of employee engagement drivers.

According to Bakker and Bal (2010) [8], there is an awareness that a proper employee engagement is important for a successful business and commercial performance. This is also measured through customer loyalty and experience. Organizations which have high engagement levels experience low employee turnover rates, high shareholder returns and high productivity. As a result, the financial performance also increases. The organizations that have high engagement levels increase the operating incomes. Elnaga and Imran (2013) [9] noted that by developing a culture which enables the employees to get engaged in the work, the organizations might benefit from the staffs and meet a better financial performance. Henceforth, it is important to focus on employee engagement levels in a company to make the employees develop engaged behavior and improve organizational performance.

IMPACT OF TRAINING PRACTICES ON EMPLOYEE ENGAGEMENT

Employee training is related to employee engagement. There are few organizational scientists who have managed to find a relation between the employee engagement and training and development. Kehoe and Wright (2013) [10] mentioned that training is an important contributor towards the employee engagement. Employee training makes a post-training employee engagement impact. Employee training is also known as a development practice which fosters the employee behaviors and outcomes. There have been lots of studies which revolve around the concept of employee engagement through employee training. The analysis has mentioned that training and development brings overall effectiveness and also satisfaction to the individuals [1]. The organizations now provide on-job and off-job trainings to the employees as per the need, as a result of which, it enhances the level of employee engagement as well.

An effective training design increases the willingness to increase the knowledge level along with motivation which later also boosts the job performance. The trainer plays the central role to enhance the training effectiveness while predicting the employee outcome and behavior. In this context, MacLeod and Clarke (2009) [2] specified that human resource management also plays a significant role in developing the level of employee engagement. The HRM sets a training program for the employees to train them and enhance the knowledge. As a result, training enhances the psychological well-being of the employees while fostering the employee engagement. Considering the employees of service sector, it can be mentioned that training is required for the development of knowledge and skills of the employees so that they can get engaged into better customer service. These is also

beneficial in dealing with the customers face to face and solve their issues [3]. Irrespective of every industry, it is important to conduct training practices for the employees so that they can develop a proper engaged behavior towards their work.

PERCEPTIONS OF EMPLOYEES ON TRAINING AND DEVELOPMENT

As per the perceptions of the employees and other staffs, the level of skills and knowledge of the manpower and their commitment towards the firm increases the level of competence of the firms. Human resource management is the basic source of achieving the competitive advantages. Morrison and Chein (2011) [4] mentioned that human capital helps in arranging the training practices which further provide knowledge, skills and abilities to enhance the individual performance. As a result, the organizational performance enhances. The employees perceive that training programs address the knowledge gap and the skills deficiency while misleading the attitudes. But, inadequate communication might result in a negative approach of the training program [5]. Training reduces employee frustration, make them feel confident and satisfied and decreases the rate of their turnover.

As per the factual information gathered by Avey et al. (2010) [6], it has been seen that training program needs to be mandatory in every firm to increase the level of excellence, knowledge and skills among the staffs. The employees belonging from service sector need to deal with the customers face to face to solve their issues and sell their services. Henceforth, training is an essential contributor in terms of improving their behavior and influencing them to behave professionally with their clients. Improper training may lead to inadequate communication which makes a negative impact on their services towards

the customers [7]. Thus, it is significant to introduce training programs in every field to improve the performance of the employees and make them engaged in the work.

METHODOLOGY

The following research study has been conducted to find the importance of training programs in service sector and its impact on the level of employee engagement. In this context, the researcher has selected several research methods that are required to collect the relevant data from the market.

The researcher here has chosen research design, research approach, data collection techniques, sampling technique and ethical considerations to complete the study proficiently.

Research Design

Research design is the overall strategy which is followed by the researcher to combine various aspects of the study logically. There are four types of research designs used in the study [11]. These are descriptive, exploratory, explanatory and experimental research designs [12]. The researcher has chosen descriptive research designs to collect quantitative data from the market.

Research Paradigm

In order to complete the study following a set of norms, the researcher has implemented the research paradigm. This helps in understanding the reality. The paradigm is chosen as per the required data of the market. Research paradigm is classified as positivism and interpretivism [13]. Positivism is dependent on quantifiable observation which is collected through quantitative research work. Since, both the data collection techniques are chosen, the researcher has applied positivist paradigm for the study.

Research Approach

This is a process or plan which consists of various steps that are needed to collect data, analyze it and then interpret it. The researcher approach can be divided into inductive and deductive approach [14]. In the following study, the researcher has used deductive approach to collect the quantitative data.

Data Collection Techniques

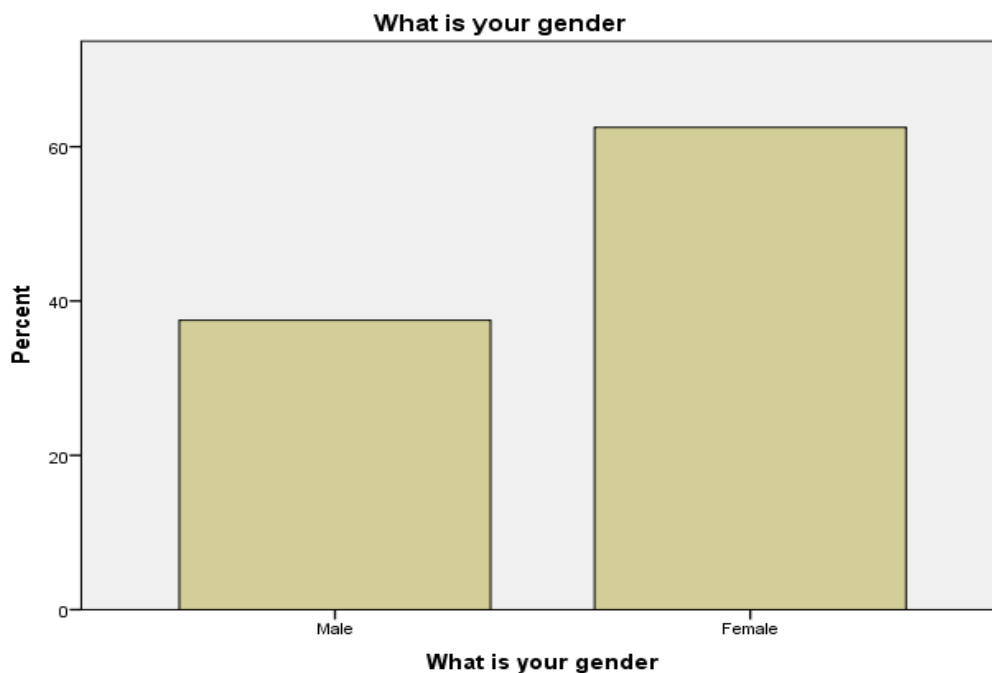
Research data is an important asset of the study. It helps to gather the information that are relevant to the study. The aim of the study is fulfilled depending on the research data. The data collection techniques are divided into two main sections through which the relevant data is collected [15]. The researcher in the following study has chosen both primary and secondary data to complete the study effectively. The primary data is collected through qualitative and quantitative approaches. The researcher here has collected quantitative data for the study. The data has been collected through close-ended questionnaire survey process [16]. Besides primary data, the secondary data has been collected through secondary resources like books, articles, journals and websites. This has helped in gathering relevant data for the study.

Sampling Technique

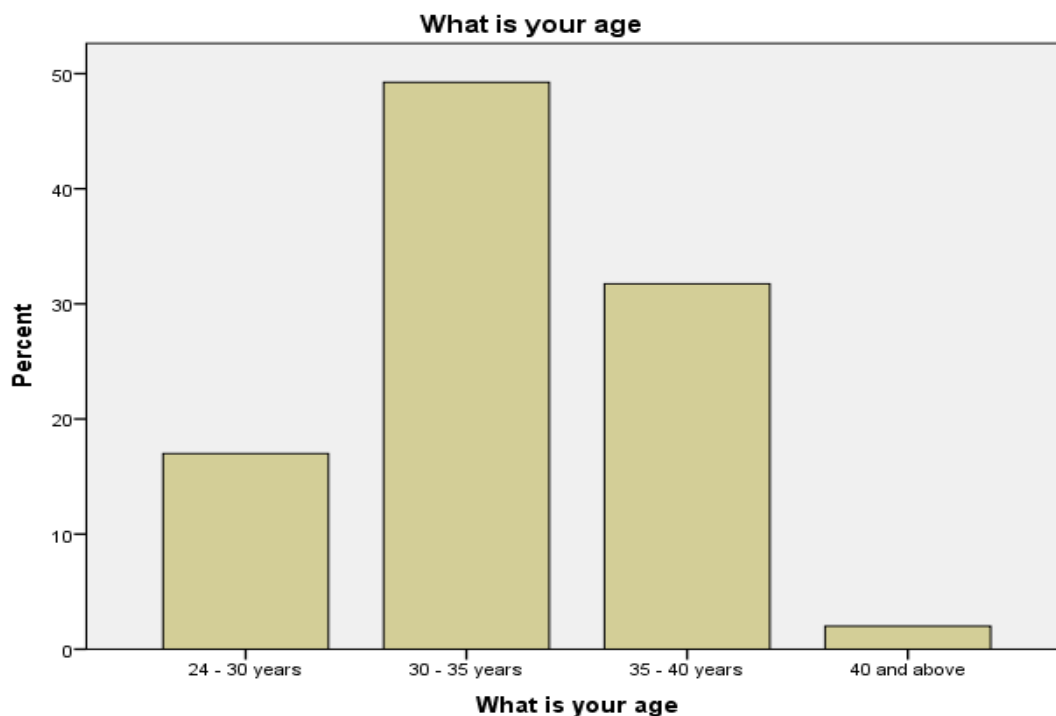
A total of 400 employees working in different banks of Delhi and NCR region have been taken as the study population.

ANALYSIS AND DISCUSSION

The primary data collected for the study has been analyzed using the statistical tool. The researcher here has used ANNOVA technique to analyze the data. As per the analysis, it is seen that most of the candidates who participated in the survey process were females as shown in the graph below.



Most of the candidates belong from the age group of 30 to 35 years as shown in the graph below.

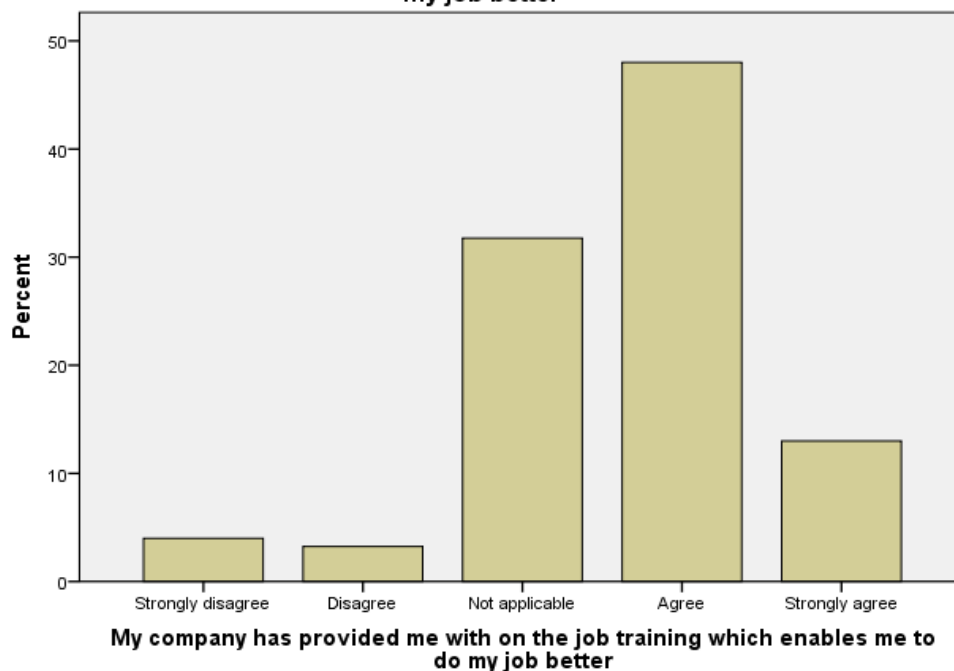


The candidates belong from the middle position and most of them are employed for 3 to 6 years.

On analyzing the data, it has been understood that most of the companies provide on-job training compared to off-job which helps them to perform better.

The following graph represents the same.

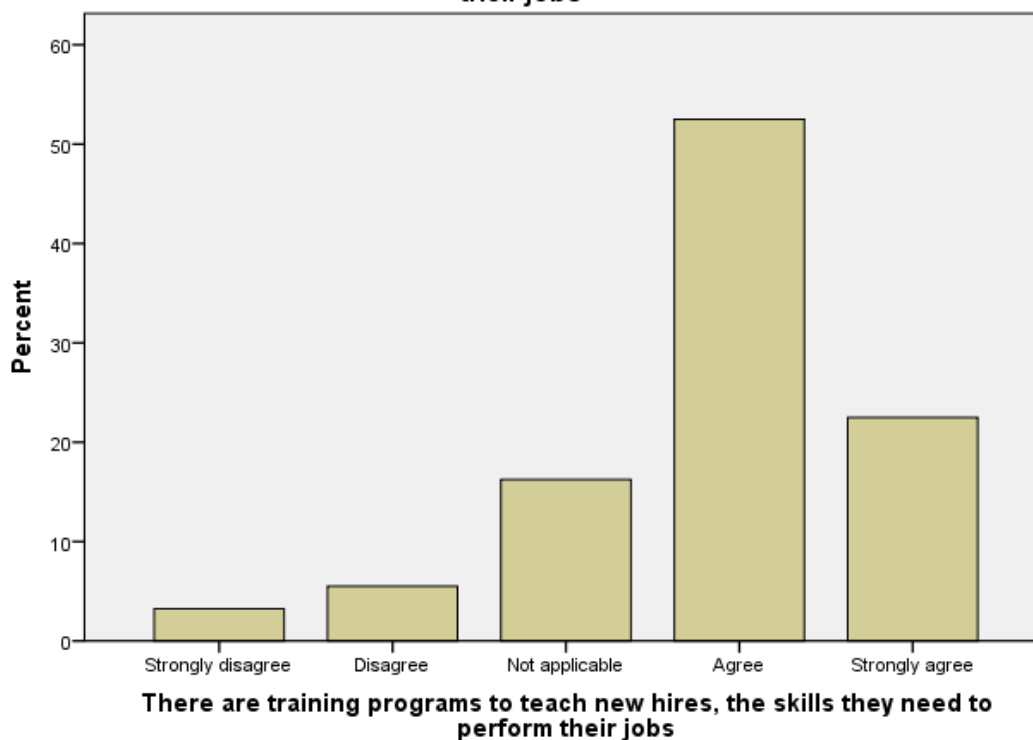
My company has provided me with on the job training which enables me to do my job better



The candidates have agreed with the fact that the trainings help them to enhance

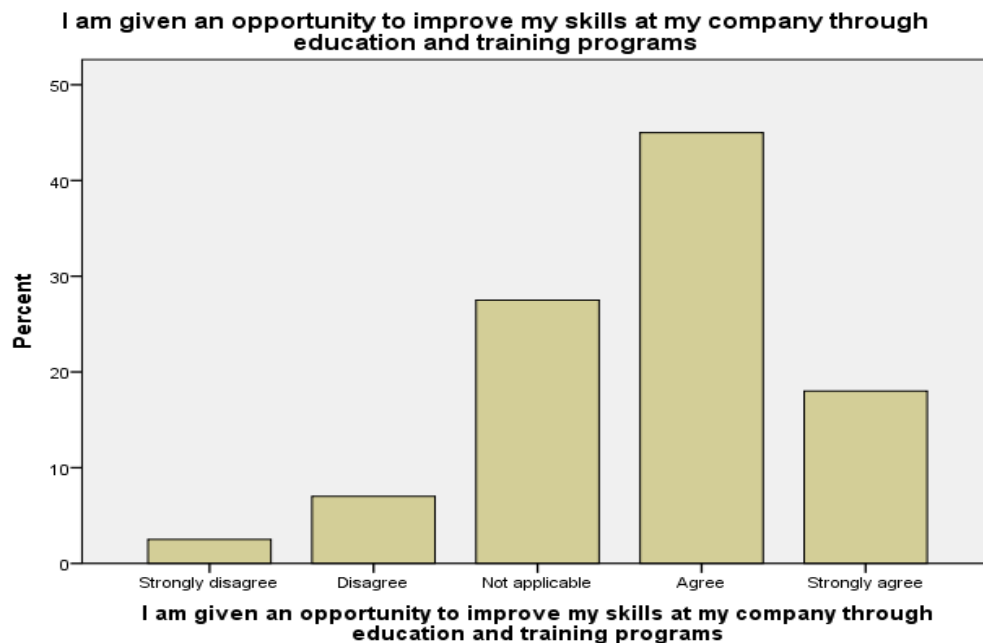
their skills and knowledge and performance their job in a better way.

There are training programs to teach new hires, the skills they need to perform their jobs



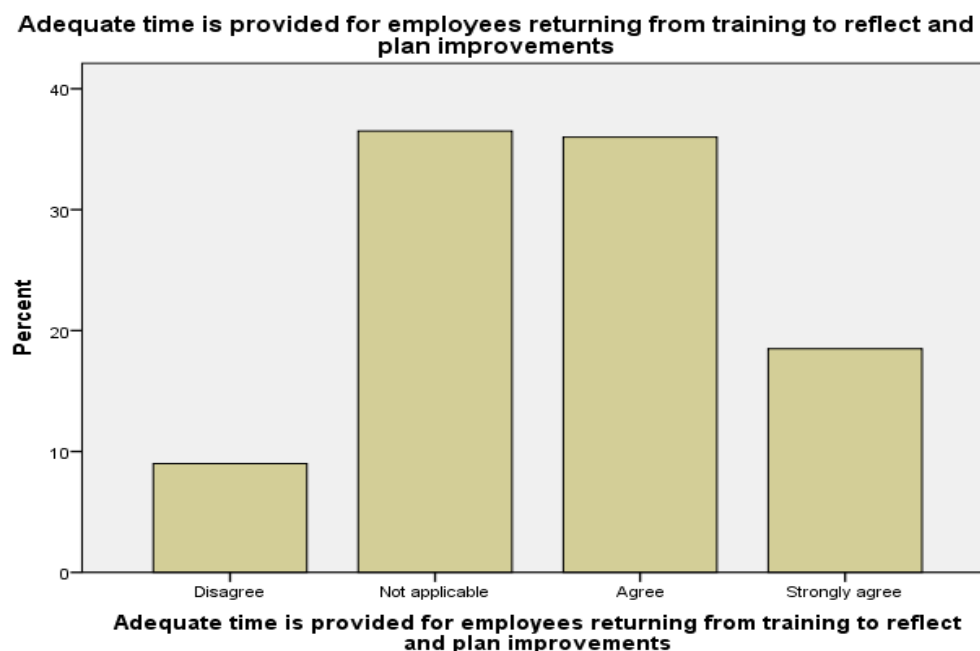
While, focusing on the perceptions of the employees regarding the training provided to them in their companies, it has been understood that, they are satisfied with the training quality. They have expressed that

training has helped in improving the skills through various programs. This has also helped them to perform their job in a proper manner.



On the basis of this analysis, it has been further evaluated that training has also helped the staffs to develop their managerial competencies. The staffs are also provided with enough time to plan

their improvements after the training programs. Hence, they are satisfied with their training programs. The following graph presents the result as below:



The respondents have also mentioned that their company is investigating on them to train them and enhance their engagement levels. This has also helped the employees to perform better in future.

Besides analyzing the following data, the researcher has tested the hypotheses using the chi-square test. It has been understood that the companies are providing proper on-job training that enables the respondent to perform better.

On testing the second hypothesis, the researcher has understood that extensive training programs are provided for the individuals to enhance their knowledge and skills. After that, the researcher has further tested the data and found that the employees are satisfied with the training opportunities. The staffs have accepted that the training programs have provided them with new skills and knowledge and engaged them into work. Sufficient training is also provided on need to meet the needs of the staffs. Through training, the employees are able to seek more information from various resources. As a result, they can improve their performance.

The employees are able to fulfil the company goals as well.

Thus, after analyzing both the primary and secondary data, it has been understood that most of the respondents are satisfied with the training programs. They are able to enhance their skills and knowledge through the training programs. The companies are providing them with sufficient training on need. Training and development programs benefitted in making the staffs engaged in their work and provide better service to the customers, especially to those serving in the service industry [17].

CONCLUSION

As per the analysis and discussion, it has been understood that training enhances the post-training employee engagement. At the same time, the HR also plays an important role in making employee engagement program. The HRM arranges for required training which enhances the skills and abilities of the staffs [8]. As a result, the employees can get engaged in the work and increase their productivity as well as performance. It also helps in improving the psychological well-being of the people.

Based on the discussion, it can be recommended that it is effective to provide on-job training to the staffs so that they can learn while performing their tasks practically. This will provide them satisfaction and make them engaged while increasing the level of knowledge as well [9]. Besides that, the organization can also apply the engagement levels to contribute to the organizational performance and productivity. There should be a clear policy of training and development in every company to increase the efficiency of the employees and help them meet the organizational goal as well.

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