

A STUDY ON IMPACT OF CROSS TRAINING ON EMPLOYEES PERFORMANCE WITH REFERENCE TO DENIZEN TECHNOLOGIES PVT LTD

Manoj S^{*1}, Rajesh Kumar K^{*2}

^{*1,2}Department Of Management Studies, M. Kumarasamy College Of Engineering,
Karur, Tamilnadu, India.

ABSTRACT

The purpose of this study is to examine the impact of cross-training on employees' performance in the workplace. Cross-training is the practice of teaching employees how to perform tasks or duties outside of their primary job responsibilities. The study aims to investigate whether cross-training has a positive effect on employees' job performance, job satisfaction, and overall productivity. The study will employ both primary data and secondary data collection methods. The primary data will be collected through a survey questionnaire, which will be administered to employees who have undergone cross-training. The questionnaire will measure job performance, job satisfaction, and productivity levels before and after cross-training. The study will be conducted in a large organization with multiple departments. The participants will be selected from different departments and job roles to ensure diversity and representation. The sample size of the study is 110. The data collected from the study will be analyzed using descriptive analysis, one way ANNOVA and chi square. The findings of this study will provide insights into the effectiveness of cross-training as a strategy for improving employees' performance and productivity in the workplace. The results of this study will be useful for managers and human resource professionals who are interested in implementing cross-training programs in their organizations.

Keywords: Cross Training, Employee Performance, Skill Development, Job Rotation, Training Effectiveness.

I. INTRODUCTION

Cross-training involves teaching an employee who was hired to perform one job function the skills required to perform other job functions. The same may be said of cross-training in the workplace. Employees involved in cross-training programs become skilled at tasks outside the usual parameters of their jobs and thus become greater assets for the company while gaining knowledge and skills that benefit them personally.

Many small businesses use cross-training practices regularly, although in a less formal manner than is usually written about in business journals. When an entrepreneur starts a business and makes those first hiring decisions, he or she will naturally look for candidates who appear to possess the flexibility to handle multiple and often unrelated jobs. A welder, for example, who has taken college courses in engineering or a bookkeeper with people skills who is willing to help with human resource tasks. In a small business it is often the norm to wear more than one hat. Cross-training programs are a way to more formally organize the process of getting employees prepared to be able to do more than a single job. These programs offer a wide variety of benefits for businesses. Cross-training demonstrates that the company has faith in employees' abilities and wants to provide them with opportunities for career growth. In an age when companies are always trying to accomplish more work with fewer workers, anything that helps to motivate and retain employees can be worthwhile. Cross-trained employees often feel that their jobs have been enriched, and they are often able to contribute more to a firm by coming up with creative solutions based on drawing upon their knowledge of different company systems. Cross-training programs may also improve the overall work atmosphere in a business, which may in turn improve the bottom line. Employees are a valuable asset in small businesses, which often must maintain only a bare bones staff in order to remain competitive. This makes it even more important to make maximum use of employees' skills and talents.

OBJECTIVES OF THE STUDY

- To analysis the impact of cross training on employee productivity.
- To evaluate the effectiveness of cross training on employees performance.
- To determine the relationship between cross training and benefits to employees

NEED OF THE STUDY

- This study is needed for the organization to help to improve efficiency, enhance flexibility and increased job satisfaction for employees in the organization. Without an proper training to an employees there will be very difficult to reach the organizational goals and objectives. This study helps to yield maintain output from the employee.

SCOPE OF THE STUDY

- This study helps to identify the specific types of cross training programs that are most effective for improving employee performance.
- This study tries to address the cross training employees.

LIMITATIONS

- This study restricts itself only with the employees of Denizen technologies Pvt ltd
- The study only assumes that the information was given by the employees without any bias.

II. REVIEW OF LITERATURE

1. **Rui Ming Jie (2005)**, the knowledge updating in a firm contains three aspects: individual learning, knowledge from outside resources and reciprocal action between employees. So it is reasonable to analyze the value of job rotation on human capital development on the base of Rui Ming Jie's viewpoint.

2. **Foot and Hook (1996)**, confirms that when training is not evaluated, the investment and its effects cannot be tested and resources can be wasted in inadequate activities. Sometimes, training evaluation is avoided because it is considered an expensive and time-consuming process (Buckley and Caple, 1991; Go'mez-Meji'a et al., 1996).

3. **Wexley & Latham (1991)**, confirms that the training programs which fulfils the employee and organizational goals and needs and matches the business strategy will achieve great success. Employees shall be trained based on the evaluation results of their output. The success of training depends on the correct implementation of all steps of the process: previous analysis of training needs, development and implementation of an adequate training plan and evaluation.

4. **Jerry Osteryoung**, a professor of entrepreneurship at Florida University, cross-training is the systematic process to train workers to perform their colleagues' jobs. To perform it effectively, it must be done both vertically and horizontally throughout the organization. Managers need to cross-train into jobs of other managers, as well as into lower-level jobs.

5. **Campion, Cheraskin and Michael (1994)** defines job rotations as lateral transfers of employees between jobs in an organization". This is nothing but the cross training.

III. RESEARCH METHODOLOGY

Research methodology is a way to analytically solve the research problem

METHOD OF DATA COLLECTION

There are two types of data collection.

Primary Data

Primary data refers to the pure and the fresh data which are collected for first time.

Secondary Data

Secondary data refers to the data that are already collected by some researchers in the past and is available in published or unpublished form. The secondary data for this study has been obtained.

SAMPLE SIZE

The sample size of the study is 110 .

TOOLS FOR DATA ANALYSIS

- One way Annova
- Chi-Square

IV. DATA ANALYSIS & INTERPRETATION

Data analysis is a process of inspecting, cleaning, transforming and modelling data with the goal of discovering useful information, informing conclusions and supporting decision making. Data analysis has multiple facets

and approaches, encompassing diverse techniques under a variety of names, and is used in different business, science, and social science domains.

4.1 ONE WAY ANOVA

Gender and Strategy

Hypothesis Statement

H0: There is no impact of organizational gender and strategy.

H1: There is impact of organizational gender and strategy.

Table No: 4.1

		Sum of Squares	df	Mean Square	F	Sig.
Do you agree that organization considers cross training as a part of organizational strategy?	Between Groups	7.24	2	7.24	5.59	.020
	Within Groups	139.82	108	1.29		
	Total	147.05	110			

Inference

From the above table, the calculated significant value is .020, that significant value is below than the 0.05(5%level of significance). Hence H0 is rejected. H1 is accepted. Therefore, it is inferred that there is impact of gender and strategy.

4.2 CHI SQUARE

Hypothesis Statement

H0: There is no significant difference between trainees doubts and age

H1: There is a significant difference between trainees doubts and age

Table No: 4.2: Age and That instructor responses to trainee doubts

	Value	df	Asymptotic Sig. (2-tailed)
Pearson Chi-Square	11.39	8	.180
Likelihood Ratio	10.98	8	.203
Linear-by-Linear Association	.68	1	.409
N of Valid Cases	110		

Inference

From the above Table No: 4.3.1, it was found that the Pearson Chi-Square significant value is .180 which is greater than 0.05. Hence Null hypothesis (H0) is accepted and Alternative hypothesis (H1) if rejected. Therefore, it is inferred that there is no significant difference between trainee doubts and age.

V. FINDINGS OF ONE WAY ANNOVA

- There is an impact of gender and strategy.

FINDINGS OF CHI SQUARE

- There is no significant difference between trainee doubts and age.

VI. SUGGESTIONS

- Develop a cross-training program that aligns with the organization's goals and objectives.
- Identify the skills that employees need to be cross-trained on and provide adequate training.
- Ensure that the cross-training program is flexible enough to accommodate different learning styles and levels of experience.
- Provide ongoing support and feedback to employees who are being cross-trained.

- Encourage employees to apply their new skills in their current role and provide opportunities for them to do so.

VII. CONCLUSION

Cross-training is an effective strategy for improving employee performance in the workplace. By providing employees with opportunities to gain skills and knowledge in multiple areas. These benefits not only improve employee job satisfaction and sense of empowerment, but also contribute to the overall productivity and success of the company. Investing in cross-training programs is a worthwhile investment for any organization seeking to improve their workforce and achieve long-term success. Additionally, cross-training creates a more flexible workforce, where employees can fill in for one another in case of absence or increased workload. This not only enhances team collaboration but also reduces the likelihood of errors and delays. Overall, cross-training should be encouraged in organizations as it has the potential to improve employee performance, increase job satisfaction, and promote a more versatile workforce.

VIII. REFERENCE

- [1] **Afshan, S., Sobia, I., Kamran, A. & Nasir, M. (2012).** Impact of training on employee performance: a study of telecommunication sector in Pakistan. *Interdisciplinary Journal of Contemporary Research in Business* 4, 6.
- [2] **Blanchard P.N and j. W Thacker.** *Effective Training: Systems, Strategies and Practices*, Prentice Hall, New Jersey,19.
- [3] **Blickensderfer, E., Cannon-Bowers, J. A., & Salas, E. (1998).** Cross-training and team performance. In J. A. Cannon-Bowers & E. Salas (Eds.), *Making decisions under stress: Implications for individual and team training* (pp. 299-311).
- [4] **Cheng, E. W. L., & Ho, D. C. K. (2001).** The influence of job and career attitudes on learning motivation and transfer. *Career Development International*,6, 20-27.
- [5] **Colombo, Emilio & Stanca, Luca. (2008).** *The Impact of Training on Productivity: Evidence fi-om a Large Panel of Firms*, Available at SSRN.