

International Journal of Research in Human Resource Management



E-ISSN: 2663-3361
P-ISSN: 2663-3213
IJRHRM 2020; 2(2): 27-31
Received: 14-05-2020
Accepted: 19-06-2020

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Training and development program and its benefits to employee and organization: A conceptual study

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Abstract

The purpose of this paper is to present a conceptual study established on the employee training and development program and its benefits. This paper will inspect the structure and element of employee training and development program and later the study present what are the positive outcomes for employees and organizations. Organizations find it difficult to stay competitive in recent global economy. Importance of employee development program is growing for the organization those pursuing to receive an advantage among competitors. Employees are esteemed resource of the organization and success or failure of the organization rely on the performance of employees. Therefore, organizations are financing large amount on employee training and development programs. Furthermore, in training program it is supportive for companies to emphasis on knowledge, expertise and ability of employees. There is substantial discussion among professionals and researchers on the affect that development program has on both employee and organization. The study described here is a vigilant assessment of literature on fundamental of employee development program and its benefits to organizations and employees.

Keywords: Training design, training component, training benefits

Introduction

In 1970s, the efforts of career planning and development were mainly dedicated on young employees those demonstrate to have a high potential. It has been suggested for the organizations to make plan for future and provide training and development to their fresh employees for the high-ranking position in future. However, the career path model develops very well through the conservative commitment which employees would offer to their organization. This commitment can be described as emotional agreement by which employers are commonly guaranteed the loyalty for long term commitment with organization in result of providing employees work safety, chances for advancement in career, and training opportunities. The proficiency to acquire on the commitment promptly on the top of organizations reduced during 1980s when organizations were trying to moving a flat hierarchy where fewer opportunities for promotion. In 1950s a particular number of organizations adopted the similar way to train their employees. However, in 1950s Crotonville Management Development Institute has developed by General Electric. In start of 1960 MacDonal also followed this trend and start Hamburger University for the training of their employees. Therefore currently maximum number of organizations emphasized on the training and development of the employees.

In every sector the accomplishment of any organizations is tremendously rely on its employees. However, there are different other aspects that perform a major part: an organization need to ensure efficient employees in line with financially dominant and competitive in the market. Therefore to sustain this valuable human resource, organizations required to be conscious about the job satisfaction and retention of employees. Some of the organization think the employees are looking for only financial profits from their works. This statement neglects high significance that most of the employees placed there selves on the inherent benefits of their professions. Consequently, it is not just employee job satisfaction and retention but in has undesirable effects on the organizations. Every organizations should have the employees, who are capable to swiftly adjust in continuously fluctuating business environment. Today most of the companies are investing a lot of money on the training and development of employees in order to remain competitive and successful part of the organization.

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The importance of training for employees is rapidly growing and organizations are using this tool to compete with their competitors in the market.

There is momentous discussion between scholars and professionals that training and development program has effective impact on objectives of employee and organizations. Some of the scholars suggest that training opportunities increase in high employee turnover whereas the other claimed that training is an instrument which is beneficial for employee retention. Irrespective of all discussion, most of writers agree that employee training is a complicated human resource practice that can expressively influence on the accomplishment of the organization. Furthermore, organizations are struggling to get success in the worldwide economy, trying to differentiate on the basis of abilities, information, and enthusiasm of their workforce. Reference to a current report prepared by American Society for Training and Development, organizations are spending more than \$ 126 billion yearly on employee training and development (Paradise 2007) ^[7]. Training is a organized method of learning and development which expand the efficiency of individual, group, and the organization. Development mentions the accomplishment leading to gaining of new abilities and skills for personal growth of employees. Furthermore, it is usually challenging to determine whether a precise exploration study reports to training, development, or both. In the rest of all this assessment, we used the term "training" to mention training and development.

Review of Literature

According to training and development is an indispensable function in an ever changing and last paced corporate word but most of the companies pay least importance to it.

Training and development plays an important role in the effectiveness of organizations and to make people to do work effectively & efficiently. It is said that training has implications on productivity, commitment to the work and personal development. All companies must train people and develop their staff. Most of the organizations are aware of this requirement and invest and to many things for training and development.

Training is the periscope to see the future. It is intended to identify the future of the organization to develop and steer them. Development creates generalists and helps people to think strategically, even when their present jobs do not call for such thinking. It pushes and stretches people beyond their present function.

Khan, Abdul Ghafoor, Khan, Furqan Ahmed, Khan, Muhammad, Training and Development, On the Job Training Design and Delivery style are four of the most important aspects in organizational studies. This paper tried to evaluate the effect of Training and Development, On the Job Training, Training Design and Delivery style on Organizational performance.

This paper tries to conclude that training is the act of increasing the knowledge and skill of an employee for doing a particular job. The training is to acquire new skill, technical knowledge, problem solving, etc. It improves the performance of employees on present jobs and prepares them for taking up new assignments in the future. Training also helps in the growth of the employees. The main objective of the study is to measure the effectiveness of the training in the organization and its impact on employee job

performance.

The ultimate aim of any training program is to add value and once a training program cannot and value, it should be reworked or altogether revoked. Acquisition of new skills is only possible with Training Programs and without skills organizations will not achieve its objective through people. Some organizations see training as an expensive venture and may put embargo on training and utilize the money for other projects in the organization.

Scott Brum, University Of Rhode Island (2007) To gain an advantage amongst competitors training is of great importance to companies. There is significant debate among professionals and scholars as to the affect that training has on both employee and organizational goals.

Chidambaram, Vijayabanu, Ramachandran, The success of any organization depends on appropriate use of human assets available in the organization. All other assets could only be supplementary to human assets. Towards augmenting the human resources and to cope with changes-both internal and external, the organization has to concentrate necessarily on developing the ability, wisdom and skills of its workforce which is possible through training programs.

According to this study "effects of training on employee performance. Employees are major assets of any organization. The active role they play towards a company's success cannot be underestimated. As a result, equipping these unique assets through effective training becomes imperative in order to maximize the job performance.

Training is a medium to bring continuous improvement in the quality of work performed; it would equip employees with necessary knowledge, skill abilities and attitude to perform their jobs.

The authors tried to depict the importance of factors affecting training effectiveness vis-a-vis managerial implications and future research directions. The findings of this study suggest many factors which affects training effectiveness like motivation, attitude, emotional intelligence, support from management and peers, training style and environment, open-mindedness of trainer, job related factors, self efficacy and basic ability etc.

Ambika In today's era employees are not keen to join an organization where their Knowledge and skills are not upgraded. Many organizations provide opportunities for learning and use if as a retention tool. Results prove that training and development are positively correlated and claimed significant statistical relationship with employee performance and effectiveness.

Veekey Polymers Pvt Ltd. adopted a training and development program that mainly focuses on areas like job oriented trainings, technical skills, knowledge and quality aspects. Most of the respondents were satisfied with the present training methods and also rated it as good and excellent towards the quality and effectiveness of the program. The program had to concentrate on people who are dissatisfied with the training. Training ought to be based on the need to the organization. It must benefit the personnel in terms of performance and learning which will thus influence the organization. As it may be, a portion of the small scale and full scale establishment intended to prepare and equip representatives with the essential aptitudes and learning are not doing very well in terms of number of individual these institutions prepare.

The findings suggest that training and development,

delivery style, on the job training and training design have an effect on Organizational Performance which means it increases the overall organizational performance.

Components of Training and Development Program

There is no particular method for development the employee training, however particular significant methods that would be measured. A perfect employee training and development program must be the mixture of knowledge, career development and goal setting. These approaches will benefit the program to be more useful for the employees and organization. Today organizations are extensively using the Information Technology systems for their learning programs. Knowledge and information systems are rapidly moving ahead and those companies cannot survive that provide up to date knowledge of I.T. to their employees. For a new task training must be given to employees so that they can easily cope with new task. It should be the responsibility of the organization to assured that employees have knowledge, skills and abilities, and these skills must be according to the required level of the job. Furthermore, when employees need required skills and knowledge it should be provide them on the right time without any delay. In the result thereof, companies required to make sure that employee can learn whenever they required. To complete this purpose organizations required the internal and computer based learning segments.

The basis reason for career planning as quantity of employee training program is not merely to support employees to think that their employers are financing in their career, furthermore keep in mind that they help employees to manage various characteristics of their lives and a clear promotion track. Employers cannot make promise with employees for their job security, but they provide them opportunities to improve their knowledge and skills, so that they can remain sustain in job market. Career development of the employees should be established on bright career path which employee can easily recognize and gave it worth. To achieve this purpose, employee must classify their work, priorities and current skills they have to do their job. Therefore, employees can start identify the jobs that would require in future and set of skills of manage those jobs. As result thereof, employee should improve understanding to work, better accountability for career and strategy for action to attain upcoming goals.

Individual Benefits from Training and Development Program

Career Competencies

Employees get a lot of benefits from the employee training and development program. They learn the soft and technical skills as required by their jobs. In last 30 years unemployment is at its lowest rates which is not beneficial for the workers to start new job, if opportunities for growth are fewer. Fresh university graduates mostly considering for a firm which provides intensively training programs to their employees, but this idea is risky for organizations to lose fresh trained employees with couple of years. Professional which are placed in the industry of information technology, identify that knowledge is authority and they required to retain their abilities and talent according to current requirement of the market. Most of the employees recognize the importance of training program and would like to increase their salary. It is also expected from the fresh

graduate not appropriately equipped for the continually changing business environment. Young professionals with entrepreneurial ambitions known that they have shortage of experience and money: hence they attempt to join companies which provide training programs to prepare their employees for the betterment of future. Employee development program help employees to survive in the future and develop their abilities to cope with new technologies.

From many years the requirements for blue-collar jobs is constant, and numerous companies have prepared a modification for demanding learning software and programmed system. The requirement is compelling workers to appraise their profession capabilities to sustain their employment. Due to this situation numerous employees have rehabilitated their attitude to acquire promoted inside their organizations to work and develop out of the organization. Therefore workers used to prepare 10 year plan for their future and constantly change their plans after two years as per the change of technology and information. Tires Plus delivers training to promote a diverse career through the organization which comprises 80 hours training for supervisor to promote them to the manager. I-Cube, Information technology consulting firm in Massachusetts, provide employee development program for their employees which is named by I-Altitude and offer to fresh employees to that the can easily adjust themselves in the organization. Employees understand that training program can directed to superior duties and higher remuneration. Furthermore, helping workers to improve their skills and knowledge to cope with the future requirements, lead to job satisfaction.

Employee Satisfaction

Employees have no feeling about their organizations, if they think that their organizations are not caring about them (Garger 1999). Companies which are willing to spend money on their employees, give value to work with those companies, even thought that investment eventually benefits the organization. Companies which are providing the training and development programs for their employees are achieving high level of employee satisfaction and low employee turnover. Training increase organization's reliability for the reason that employees recognize their organization is spending in their future career.

Loyalty with the organization cannot be calculated but it is substantial to intrinsic reward that employee feel. Employee feels comfortable and wants to stay with their organization, when they feel they are putting their efforts and skills in the bottom line for their organization. Employees who are satisfied with their jobs, believe that their work has a purpose and important for their organization. Usually the best performers do not leave a job for the purpose of financial benefits. Though salary and benefits plays an important part in selecting and retention of the employees, employees are always observing the opportunities to acquire novel skills, to get the encounter of different duties, and looking for personal and professional development. Therefore, nourishing these requirements facilitates in figure up confidence, self-esteem and job gratification in employees.

Employee Performance

Training is positively effects on the employee performance

of the employees. During a qualitative study concerning mechanics in India originates that on-the-job training headed to superior novelty and implicit skills. Technical and professional skills are very important for the employees to perform a job in an effective way. Providing training opportunities to employees can enhance the performance of the employees. Reference to invention, training increased the educated mechanics to figure up two jeep bodies using only a homemade hammer, chisel, and oxyacetylene welder. Concerning to implicit skills, Barber described in his study that profession of a mechanic needs "feel" to remain successful. 2004 described in the result of an effective training that a mechanic had worthy emotion of how to hit the metal at the particular spot so that work must be performed in a systematic and proper way.

Organizational Benefits from Training and Development Program Market Growth

Employee development programs are important for any organization to stay solvent and competitive in the market. Though it is expensive for the organization to spend the money their employees but this investment is positive for the organizations to hold the place in the market. American Society for Training and Development mentioned two motives that are significant for employee's knowledge, first employees identify the worth of training and marketable by organization and second CEO's of the companies understand that the how fast information is transferring in current business environment described that organizations are required to develop and maintain such learning environment for the employees that expand the knowledge of organization and competitive ability. However, employee training programs derived through a high price, but have a positive impact on return on investment. Microsoft, and General Electric Company are entirely large effective organizations, and these organization realize training opportunities as an investment.

Lastly, organizations can utilize employee training and development programs to improve their appearance as best employer in the job market.

Training has been defined as mainly contributing factor to the organization effectiveness. Exploration on this topic recommends that investment in training and development program can be justified by the impact it creates to developed individual and organizational effectiveness. Furthermore, the earlier researches have mentioned causation between training and effectiveness of the organization. Bartlett (2001) recommends that one of the glitches that is usually problematic to identify, is proposing an effective calculation of performance of the organization, supported this by describing that lack of suitable data and methodological difficulties prevents the adequate assessment of impact of human capital appreciation and performance of organization. However, there is an increasing factor that Human resource management practices impacts on attitudes and work-related manners. To evaluate the effectiveness of training and development program it has been advised that check directly the relationship of training and organizational commitment. Further it has been revealed as certainly correlated to the efficiency of the organization.

Employee Retention

The research described that employee retention is a challenging notion and there is no particular method to retain employees with the organization. Several organizations have revealed that one of the characteristic that help to retain employee is to offer them opportunities for improving their learning. Therefore, it confirmed that there is strong relationship between employee training and development, and employee retention. Companies should realize that experienced employees are important assets and companies have to suffer the challenges for retaining them. Therefore, companies which are providing training and development programs to their employees are getting success in retaining them. Sears has established that in localities where manager provide help to their employees to develop professionally, turnover is almost 40-50 percentage fewer than those stores where association with the manager does not available. On other side, numerous employees participate in employee training programs are not assured of a conventional association between programs and employee retention. several managers found that positive learning atmosphere directed to higher retention rates.

Conclusion

In this study we take the fact of observation that training leads to important benefits for individuals and organizations. The existing analysis of literature proposes that these benefits vary from individual and organizational performance. To understand the benefits of training and development program, we implemented different level and different disciplinary perspective of employee development program. In our study we also involved the discussion, how to increase the benefits of training. These features include giving attention to the training design, delivery, and transfer of training. After completing the study on this topic we strongly believe that it is very beneficial for the organizations to develop the employee development programs. If there is a systematic training and development program for the employees the companies will harvest its profit from the market and remain competitive in the job market. An organized and efficient development program with supportive apparatuses will significantly assist the organizations to retain the most valued human resource, especially those who have a lot of experience with the organization. If organizations are capable to support all employees in meeting their requirements then both, employees and organizations will get the long term benefits. It is also very important for the organizations to timely evaluate the success of employee training and development program.

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