A Conceptual Study On Training And Development Program And Its Importance To Employees And Institution

Raj Pal

Assistant Professor

Department of Commerce and Management

Maharaja Agrasen Mahavidyalaya, Bareilly

Abstract:

This research paper aims to give a conceptual study on the importance of training and development programmes to employees and institutions. The structure and components of employee training and development programmes will be examined in this paper, after which the study will highlight the importance for both employees and institutions. In the modern global economy, it is challenging for institutions to remain competitive. Employee development programmes are becoming increasingly important for business institutions looking to get an edge over rivals. The success or failure of an organisation depends on the performance of its valued resource: its personnel. As a result, business institutions spend a lot of money on training and development initiatives for their employees. Additionally, organisations should emphasise their employee's knowledge, skill, and competence in training programmes. Due to the institutional, technical, and social dynamics, employees tend to become absolute, making the necessity of adapting to ongoing learning and upgrading of skills and knowledge vital. Therefore, managing training and development programmes properly is crucial if organisations are to get the most returns on their investments. Under intense and dynamic competition, an organization's human capital is its most important asset. Training and development are tools that help human capital discover their dexterity. As a result, training and development programs are essential to the workforce productivity of an organisation. The impact, that training and development programmes have on both employees and institutions is a topic of intense debate among experts and scholars. The study that is being discussed here is a careful analysis of the fundamentals of employee training and development programmes and their importance for both employees and institutions.

Keywords: Employee, Training and Development, Institutions, Program, and Importance.

Introduction:

One of the most critical aspects of managing human resources in any organisation is training and development. By involving people in learning new work methods, this training aims to improve employees' abilities, behaviours, and expertise.

Employee training and development aids in upgrading employees' knowledge and abilities for doing a job, which ultimately increases their work efficiency and boosts an organization's output. It makes sure that employees' oddness or eccentricity is minimised and that learning or behavioural change should occur in a controlled manner. Official continuing educational activities like training development or learning and development are made to help workers achieve their objectives and improve their performance.

Employee training and development programmes are designed to encourage employees to perform better in their given roles and to give their all so they may demonstrate their eligibility for promotion and pay raises during performance reviews. It refers to the skill- and knowledge-improving hustle, which is a source of new knowledge and education needed to raise performance standards. HR training and development are two distinct processes that work together for an employee's overall improvement. While the long-term process of development is employed for executive purposes, the short-term and reactive process of training is used for operational purposes. While the goal of development is to enhance an employee's whole personality, the goal of training in HRM is to strengthen the necessary abilities in the employee. To close the organization's talent gap, management takes the initiative to train; the development effort is typically done with the goal of future succession planning.

Because both the business and its employees gain from these opportunities, training and development methods are established in order to further the enterprise's overall objective. The company's productivity is increased by training and development, which encourages more upbeat, profit-focused attitudes. The aims of the organisation are defined with the aid of training and development, which raises employee awareness. Training and development are defined as the expected learning experience that prepares employees for their current and future roles. This program's main objective is to improve the performance of participants in training and development initiatives. Thus, training is performed through learning and development methods that enable individuals to acquire, complete, and utilise it as a tool for organisational success. Due to the organization's ability to use its combined talents and experience through formation and development, performance specifically aids in the organization's growth. The researchers also paid close attention to education and development and how it affects worker performance in the workplace.

Review of Literature:
According to Paradise (2007), US businesses spend more than $126 billion annually on staff training and development. Organisations that are high risk typically have a dependable competitive advantage over others who lack this business and market intelligence in an environment of high unpredictability (Jelena, 2007).

As a result, knowledge becomes the primary capital that spurs development. But a company's skilled and knowledgeable workers are key to its effectiveness. In order to be sustainable, businesses must see the value in investing in the continual training and development of their employees. Because abilities deteriorate and become out-of-date over time and must be filled in over time, training, and development at all levels of personnel is crucial, according to Nishtha and Amit (2010).

Through organisations, training is organised to improve the calibre and growth of both new and experienced employees. The trainings described in Khawaja and Nadeem (2013) are viewed as a systematic method to training and development that improves people as well as groups and organisations (Goldstein & Ford, 2002). By way of the activities the organisation engages in, this results in knowledge or skill acquisition for purposes of growth.

Activities used to acquire new knowledge or skills are referred to as training. Companies give their employees access to learning programmes in order to improve their talents. An incredibly crucial and strategic requirement is the hiring of personnel to accommodate Abdul Hameed's (2011) new operational environment (Sheri-lynne, 2007). Companies should also make ongoing investments in staff development to maintain both employee and corporate success (Khawaja & Nadeem 2013).

According to Easterby-Smith (1999), the introduction of the notion of organisational learning is crucial to dispelling earlier beliefs that prior learning initiatives tended to emphasise their economic relevance and lacked scientific data on learning processes.

Training initiatives ought to emphasise job creation, professional development, and growth. Continuous training, especially when it comes to human capital, encourages firms to keep developing and investing in the abilities of their employees (Sims, 2006).

From the perspective of an employee, the objective is to acquire new skills and information in order to advance and secure the future. Training and development help people develop personally and professionally by facilitating career shifts. Knowledge acquired from autonomic study, experience, or a combination of the two is defined as the art of learning knowledge, skills, competencies, behaviours, and ideas retained or applied, or a change in behaviour by experiences (Maycunich, 2000).

According to Senge (1990), learning is more of a process that increases capacity than it is about ingesting information. Building one's ability to produce things that one previously could not is what learning is all about. According to Senge (1990), training is primarily a capacity-building exercise and has nothing to do with information. Training entails developing the capacity to produce things that one was previously unable to do.

The goal of training and development is to prepare people for the workplace of the future by providing them with structured learning opportunities. Sims (2002) emphasises that whereas development prepares workers for prospective future employment, training is concentrated on current employment. The goal of training and development is to contribute to the enterprise's overarching goal.

Training and Development:

Meaning: Training is a process for improving an employee's abilities, skills, and knowledge. Employees frequently receive job-related training to make sure they can successfully complete their given activities and contribute to the success of the company. The development programme, on the other hand, frequently serves as training for a future employment. A learning opportunity for employees to improve their work capacities and prepare for upcoming problems is provided through human resource training and development.

A systematic programme with various approaches created by experts in a particular field is training and development. Updating employees' skills and expertise to reflect the changing environment has become the most frequent and ongoing activity in any firm. Every organisation now faces the pressing need to maximise efficiency while utilising available resources. This can only be done by increasing employee productivity and efficiency, which can only be done by giving employees access to the right kind of training and development, which must be given by experts.

For the improvement of the employee's overall improvement, training and development are two distinct HRM tasks that work together. Unlike the long-term process of development, which is utilised for executive purposes, training is a short-term, reactive procedure that is employed for operational purposes. Training and development programmes are designed to help employees learn the necessary abilities, whereas personal growth programmes are meant to help employees become better people overall. In order to close the organization's talent gap, management takes the initiative to select the most effective training techniques; this development endeavour is typically undertaken with the intention of future succession planning.

Definitions:
Human resource management defines employee training and development as a system utilised by an organisation to enhance the abilities and productivity of the workforce. It is a teaching tool that contains data and guidelines for honing already acquired abilities and introducing fresh ideas and information to boost worker productivity. An effective training and development plan built on an analysis of the training needs aids the business in raising the productivity and skill levels of its workforce.

Armstrong, "Training is the formal, systematic change in behaviour brought about by learning, which takes place as a result of education, instruction, development, and planned experience. Individual development is enhancing performance in current roles and preparing individuals for future roles with more responsibility."

Kllatt, Murdick & Schuster, "Training is a systematic way of changing behaviour to prepare a worker for a job or to enhance the worker's performance on the job at hand, and development is preparing a worker to improve their conceptual, decision-making, and interpersonal skills in complex, structured situations."

Smith, "In order to acquire effective performance in a particular activity or a set of activities, training is a structured procedure to improve attitude, knowledge, or skill behaviour through learning experiences."

Essential Elements of Training and Development Program:
There are seven essential Elements of a suitable training and development plan. Which are as follows:

1. Compliance with Institutional Goals:

Alignment is one of the most crucial elements of a training and development plan for an organisation. A training programme must always be created to help the organisation accomplish its business goals.

According to a 2020 survey of 1,500 technology executives and practitioners across eight countries, "without alignment between leaders and team members within your organisation on how to best tackle technology skill development, you won't benefit as drastically and efficiently as you could, and risk losing ground in a competitive market."

According to an ATD Research from 2015, businesses with strong alignment outperformed those with low alignment in the market.

The existing business objectives of an organisation must be evaluated to determine whether they are likely to change over the next five years before developing a training programme. Is consolidation likely to happen? Do you intend to start a new business or introduce a new product or service? Organisations can determine their present and future company objectives and adapt their training programmes using the answers to these questions.

2. Assessment of Training Needs:

A training and development programme without a requirements analysis is like operating a vehicle while wearing a blindfold.

An organization's training needs are intended to be precisely identified by a training needs assessment. It also identifies the training needed to carry out the duties that employees will be expected to perform in order to achieve the company's objectives.

An evaluation of needs may be conducted top-down, bottom-up, or (preferably) both. Additionally, the organization's external and internal influences must be taken into account. Employees and the leadership's future objectives would be considered internal elements, whilst external factors are those that could either present an opportunity or a threat to the organisation, such as the economic climate and technology breakthroughs.

3. Organisational Priority (Support for the C-Suite):

Training and development have not typically been given a place at the high table. It encircled the perimeter of all other activities deemed essential to the company. When times were tough, its finances were among the first to be cut, and employees had the impression that learning and development specialists worked in a department that was frantic to accomplish something to demonstrate its importance.

That has altered in recent years, with the Covid epidemic hastening this transformation, making sure that training/learning is considered as an organisational essential rather than something that was seen as desirable but not crucial to the operation of the organisation.

Making learning and development an organisational priority requires the top leadership of the company to be fully committed to making it work, as well as providing learning and development professionals with the organisational support and resources (funds and personnel) they need to create and implement training programmes.

4. Staff-Buy In:

Any organisational endeavour needs employee support to succeed, and training and development are no exception. According to CEOs polled by PwC in 2020, the largest obstacles to upskilling are getting workers to learn and apply what they have learned as well as a lack of funding for the necessary programmes.

5. A Collaborative, Personalised, and Customised Service:
It is amazing that a one-size-fits-all training approach is still in demand at a time when technology has made unfathomable levels of personalisation possible (just think of hyper-targeted adverts on Instagram and YouTube and Netflix movie suggestions).

This is most likely since a generic training plan is thought to be less expensive than one that is tailored and individualised. The model, however, does not work very well. Organisations should think about personalised training programmes that are tailored to the organization's requirements and respond to the unique demands of its diverse workforce (in terms of seniority, culture, education, and skill level) if they want to obtain the most training for their money.

Programmes that facilitate seamless employee cooperation are also particularly helpful now that Covid-19 is forcing people to work and learn remotely. Collaboration is a tried-and-true method to improve learning. Employees are better able to apply the principles they have learnt throughout training when they collaborate on projects during training workshops. Virtual collaboration is made simpler and more enjoyable by technology, such as online whiteboard applications.

6. An Amazing User Experience (UX):
The time and resources available to an organisation will determine the type of training programme it creates, the partners with whom it works, and the tools or platforms it employs. But it's crucial to keep in mind that, regardless of format or content, the success of training programmes greatly rely on the user experience (UX) it provides because that will influence whether or not employees continue to be interested in the learning process. This is true regardless of whether businesses use a learning partner or build the training programme internally.

For illustration, suppose all new employees in two companies must complete a one-hour, self-paced online training module every week for four weeks.

7. Measurable Results Used to Amend Training Programmes:
Programmes for training and development are no different from other objectives in that measurability is a crucial attribute.

One of the reasons L&D traditionally has not been given a seat at the high table is that L&D teams are unable to effectively communicate how important training programmes are to the organization's broader business goals. Not for want of effort, though. Employee questionnaires and test results just could not provide solid evidence of whether the training was effective.

According to workplace learning specialist JD Dillon, organisations need to switch from the conventional methods of gathering data on training results to new methods that better reflect how learning is currently carried out. "Real impact measurement is possible," asserts Dillon. But first, we need to change the way that L&D perceives measurement.

Importance of Training and Development for Employees:

All employees can benefit greatly from training to increase their knowledge bases, yet many employers view the growth possibilities to be pricey. Employees miss out on work time when attending training sessions, which could cause projects to be delayed. Despite any potential negative effects, investing in training and development is worthwhile because it benefits both the business as a whole and the individual employees. Some main benefits for employees individually are as follows-

1. Dealing with Employee Weaknesses: Most workers have some work-related skill gaps. With the help of a training programme, you can develop the abilities that each employee needs to reinforce. All personnel are raised to the same level through a development programme, giving them all the same abilities. This eliminates any weak points in the organisation that heavily rely on others to carry out routine duties. Giving the required training results in a knowledgeable workforce overall, with workers who can step in, when necessary, work in teams, or operate autonomously without constant guidance from others.

2. Opportunities for Learning: Giving employees of an organisation the chance to learn is one of the advantages of training. Whether or not the personnel have experience is irrelevant. To stay current with the newest technology and advances, they will eventually need to upgrade their skills. Employees have the chance to improve their abilities and do just that through training.

3. Enhanced Performance of Employees: The proper training improves an employee's capacity to do her work. She learns more about safe practises and how to perform simple jobs correctly. Because she has a better understanding of the business and the duties associated with her position, the training might help increase the employee's confidence. With more self-assurance, she might work harder and come up with innovative solutions to succeed.

Additionally, continuing education keeps your staff members abreast of market trends. Competent staff members who keep up with evolving industry standards aid your business in maintaining its leadership position and competitive edge.

4. Training & Development in a Structured Environment: Employee consistency and background knowledge are guaranteed through a planned training and development programme. For the foundational principles and practises of the business, consistency is extremely important.

The company's policies and expectations must be understood by every employee. This covers administrative duties, safety, and discrimination. All staff members will be exposed to the knowledge at the very least if they receive frequent training in these areas.

5. Gratitude among employees: Employees who are able to take advantage of training and development opportunities have an advantage over those who work for other organisations and are forced to look for training opportunities on their own. A corporation that values its people will invest in their education. A supportive work environment is produced through the training.

The possibility exists that employees will have access to training they otherwise would not have known about or sought out themselves. A greater sense of job satisfaction may be experienced by staff who feel valued and challenged through training opportunities.

Importance of Training and Development for Institution:
Even though it requires spending money, time, and other resources, training is still a beneficial investment. Let us examine the benefits of training to an institution to better understand why it is so vital-

1. **Building Strength:** The development of an institution will be hampered by a weak team. It has become essential for businesses to invest in their personnel and play to their strengths, especially with the level of market rivalry rising daily. Employees can focus on their talents and try to further improve them with the assistance of corporate training programmes.

2. Quality Standards Compliance: Every institution has its unique criteria, therefore an employee's abilities might or might not be sufficient for a given function. Training is crucial to ensuring that the staff adheres to the institution's requirements. This is particularly true for new hires who frequently have no idea how the organisation operates. This is a fantastic method to expose them to their job and the expectations that will be placed on them as representatives of that organisation.

3. Reduced Rate of Turnover: There is no reason to be concerned about the turnover rate once job satisfaction enters the picture because it will undoubtedly decline. One of the main advantages of training for institutions is that it raises employee retention rates, which aids the institution in developing a skilled staff. Employees that are passionate about skill development are driven to learn more through the training process, and they have no desire to quit a company that offers so many opportunities to improve their talents.

4. Enhances Employee Engagement: Finding methods to increase employees' ongoing involvement can help reduce boredom at work, which if left unchecked can lead to sentiments of unhappiness and bad working habits. Regular training and development programmes can reduce idleness at work, which will assist companies establish regular evaluations of their workforce, competencies, and operational procedures. Additionally, it will affect business culture by putting a focus on planning and can inspire company research and planning since it requires employers to examine current talent and evaluate growth and development prospects internally, rather than through recruitment.

5. Enhanced Organisational Reputation: Enabling a solid training strategy can greatly increase the influence of an employer brand and add more skills to the organisation. The organisation will be a top choice for recent grads and new hires because of its reputation.

Conclusion:

In this study, we use the finding that training results in significant advantages for both people and organisations. According to the examination of the research that has already been done, these advantages depend on both individual and organisational performance. We implemented diverse level and distinct discipline perspectives of employee development programme to comprehend the advantages of training and development programme. I included the topic of what are the main components of training and development in our study as well. These characteristics include emphasising the design, delivery, and transfer of training. After conducting the research on this subject, we are convinced that creating employee training development programmes is quite advantageous for businesses. Institutions will reap market profits and maintain their competitiveness in the labour market if they have a comprehensive training and development programme for their staff. The retention of the most valuable human resources, especially those with a lot of organisational experience, will be greatly aided by an organised, effective development programme with supportive equipment. Organisations will reap long-term rewards if they can assist all employees in satisfying their needs. The timely evaluation of an organization's staff training and development programme is crucial.

References:

1. Khawaja and Bashir (2013), Training and Development Program and its Benefits to Employee and Organization: A Conceptual Study, European Journal of Business and Management, Volume-5, Issue-2, Page No. 243-252.
2. Bao, Cheng, Vejayaratnam, and Anathuri (2021), A Study on Human Resource Function: Recruitment, Training and Development, Performance Appraisal and Compensation, Journal of Global Business and Social Entrepreneurship, Volume-7, Issue-20, Page No. 11-22.

3. Shirisha and Kavitha (2020), A Study on Training and Development, Journal of Emerging Technologies and Innovative Research, Volume-7, Issue-8, Page No. 1-5.

4. Niati, Siregar and Prayoga (2021), The Effect of Training on Work Performance and Career Development: The Role of Motivation as Intervening Variable, Budapest International Research and Critics Institute-Journal (BIRCI-Journal), Volume-4, Issue-2, Page No. 2385-2393.

5. Maimuna and Fard (2013), The Impact of Employee Training and Development on Employee Productivity, Global Journal of Commerce & Management Perspective, Volume-2, Issue-6, Page No. 91-93.

6. Allen, Shore and Griffeth (2003). The Role of Perceived Organizational Support and Supportive Human Resource Practices in the Turnover Process, Journal of Management, Volume-29, Issue-1, Page No. 99–118.

7. Kamara, Widayat and Widagdo (2022), The Effectiveness of Training and Development on Employee Performance to Enhance Competitive Advantage: A Case Study of Social Enterprise Development Sierra Leone (Send-SI), Jumal Manajemen Bisnis, Volume-12, Issue-2, Page No. 102-121.

8. Rodriguez and Walters (2019), The Importance of Training and Development in Employee Performance and Evaluation, World Wide Journal of Multidisciplinary Research and Development, Volume-3, Issue-10, Page No. 206-212.

9. Singh, Khan, Akhlaq and Bajpai (2023), Analyzing Role of Training and Development in Job Performance of Company Executives in Public Sector Undertakings in Uttar Pradesh, Revue Europeenne D Etudes European Journal of Military Studies, Volume-13, Issue-3, Page No. 171-175.

10. Singh and Mohanty (2010), Impact of Training Practices on Employee Productivity: A Comparative Study, Interscience Management Review, Volume-3, Issue-1, Page No. 51-56.

11. Vinesh (2014), Role of training & development in an organizational development, International Journal of Management and International Business Studies, Volume-4, Issue-2, Page No. 213-220.

12. Obaid and Alias (2015), The Impact of Green Recruitment, Green Training and Green Learning on the Firm Performance: Conceptual Paper, International Journal of Applied Research, Volume-1, Issue-12, Page No. 951-953.

13. Bartel (2000), Measuring the Employer's Return on Investment in Training: Evidence from the Literature, Industrial Relations, Volume-39, Issue-3, Page No. 502–524.

14. Al-Khayyat (1998), Training and Development Needs Assessment: A Practical Model for Partner Institutes, Journal of European Industrial Training, Volume-22, Issue-1, Page No. 18-28.

15. Legare (1999), Defining Training Roles and Responsibilities at Partners Healthcare System, National Productivity Review, Volume-19, Issue-1, Page No. 5–13.

16. Raghuram (1994), Linking Staffing and Training Practices with Business Strategy: A Theoretical Perspective, Human Resource Development Quarterly, Volume-5, Issue-3, Page No. 237–51.

17. Oluwaseun (2018), Employee Training and Development as a Model for Organizational Success, International Journal of Engineering Technologies and Management Research, Volume-5, Issue-3, Page No. 181-189.

18. Shakila (2014), A Literature Review and Reports on Training and Development, The International Journal of Management, Volume-3, Issue-1, Page No. 23-30.

19. Naidu (2020), Training and Development: Its Influence on Employees Performance and Productivity - A Case Study of Visakhapatnam Steel Plant (Rinl), Visakhapatnam, Paideuma Journal, Volume-9, Issue-1, Page No. 66-76.

20. Atif (2010), Employee Retention Relationship to Training and Development: A Compensation Perspective, African Journal of Business Management, Volume-5, Issue-7, Page No. 2679-2685.

21. Vemic (2007), Employee Training and Development and the Learning Organization, Facta Universitatis Series, Economics and Organization, Volume-4, Issue-2, Page No. 209-216.

22. Bartlett (2001), The Relationship between Training and Organizational Commitment: A Study in the Health Care Field, Human Resource Development Quarterly, Volume-12, Issue-4, Page No. 335–352.

23. Langer and Mehra (2010), How Training Jump-Starts Employee Performance, Indian Management, Volume-49, Issue-6, Page No. 14-18.

24. Schmidt (2009), Employee demographics and job training satisfaction: the relationship between dimensions of diversity and satisfaction with job training, Human Resource Development International, volume-12, Issue-3, Page No. 297-312.

25. Barreto and Mayya (2023), A Systematic Review on Training and Development in the Hotel Industry, International Journal of Management, Technology, and Social Sciences, Volume-8, Issue-2, Page No. 22-52.

26. Abbas (2014), Identification of Factors and their Impact on Employees: Training and Organizational Performance in Pakistan, KASBIT Business Journals (KBJ), Volume-7, issue Special Issue, Page No. 93-109.

27. Topno (2012), Evaluation of training and development: An analysis of various models, Journal of Business and Management, Volume-5, Issue-2, Page No. 16-22.

28. Truitt (2011). The effect of training and development on employee attitude as it relates to training and work proficiency, Sage Open, Volume-1, Issue-3, Page No. 215-232.

29. Niazi (2011), Training and development strategy and its role in organizational performance, Journal of public Administration and Governance, Volume-1, Issue-2, Page No. 42-56.

30. Saleem, Shahid and Naseem (2011), Degree of Influence of Training and Development on Employee's Behaviour, International Journal of Computing and Business Research, Volume-2, Issue-3, Page No. 2229-6166.

31. Mozael (2015), Impact of training and development programs on employee performance, International Journal of Scientific and Research Publications, Volume-5, Issue-11, Page No. 37-42.

32. Mahbuba & Farzana (2013), Corporate social responsibility and profitability: A case study on Dutch Bangla Bank Ltd, International Journal of Business and Social Research (IJBSR), Volume-3, Issue-4, Page No. 139-143.

33. Elnaga & Imran (2013), The effect of training on employee performance, European journal of Business and Management, Volume-5, Issue-4, Page No. 137-147.