

# A Conceptual study on Training and Development Programme and its Benefits to Employee and Organisation

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## Abstract

The need for training and development has been recognized by the top management to improve employee performance and job satisfaction. Training seems to be a factor in improving the workforce's capacity to meet organizational goals. Thus, effective training initiatives lead to the development of the employee and aims for the attainment of objectives in the organisation. This paper explores the impact of training and development, its pros and cons and the recent trends in training and development.

**Keywords:** Training, development, Job satisfaction, Employee Performance, Trends in training

## Introduction

Employee morale is boosted by staff training since it identifies individuals for potential advancements in the future. It is vital to provide optimal training and development opportunities for every employee, even at the expense of potential employee attrition to rival firms. The Reports showing that employers were spending greater amounts on training and development activities over the past few decades provide credibility to this increased understanding of their importance to the company. Although few researchers dispute about the importance of training and development on the achievement of organization as it involves huge cost, still Training plays a crucial part in achieving organizational objectives by keeping in view the benefit of employees and organization

## Review of Literature

**Ms. Pallavi P. Kulkarni (2013)** in her paper, “A LITERATURE REVIEW ON TRAINING & DEVELOPMENT AND QUALITY OF WORK LIFE”, infers employees that receive training are able to develop their careers inside the company, which naturally raises the market worth of the company as well as the earning potential and job security of its workforce. Training shapes the mindset of the staff member and aids in improving their collaboration inside the company. By fostering a supportive work environment, development and training programmes enhance the quality of work-life balance.

**Oduwusi Oyewole Oluwaseun (2018)** in the article , “EMPLOYEE TRAINING AND DEVELOPMENT AS A MODEL FOR ORGANIZATIONAL SUCCESS”, opines that Management should boost the number of staff members participating in training and development programmes in order to further improve, performance, and service delivery. This can be achieved by offering rewards that could encourage staff members to participate in training and development initiatives.

**Mrs. Anuradha Pandey and Dr. Kumkum Singh (2023)** in their paper, **TRAINING AND DEVELOPMENT THAT FUELS SUBSTANTIAL TRANSFORMATION OF EMPLOYEE'S JOB SATISFACTION: A REVIEW PAPER**, concludes that, A person's feelings about their work, job description, and company culture are what determine their level of job satisfaction. The concept of "job satisfaction" describes the way someone feels about what they do and how they feel about their individual contribution to the company. Additionally, leadership style and management techniques affect job satisfaction.

### **Objective of the study**

- To understand the importance of training and development
- To find out the pros and cons of training and development
- To study the new trends in training and development

### **Methodology of the study**

The paper is descriptive and based on the secondary sources of data collected from Articles, books, Websites, Journals and research Papers.

### **Training and Development**

Training is the process of gaining specialized knowledge and abilities for a given position or task. It is typically a brief task meant to enhance an employee's performance on the job.

Development is the long-term professional development of an individual. In order to prepare employees for their future roles in the company or for prospects for career progression, it typically entails obtaining knowledge beyond the needs of their current jobs.

### **Importance of Training and Development**

Employee productivity and effectiveness increase with training and development. It actively and closely affects every managerial or personnel activity. With all of its numerous, functionally connected operations, it is an essential component of the entire management programme. The following points highlight its importance:

- Investing in the training and development of staff members enables the business to maximize their whole value.
- Making the Most Effective Use of Human Resources
- Understanding about the usage of new technology is transmitted to employees through which will enable them to be more efficient and thereby increase productivity.
- Training frequently occurs in groups, where participants are urged to interact and talk about organizational concerns. This fosters a sense of unity among the staff members.
- Employee development programmes give workers the chance to improve their knowledge and abilities while advancing their careers.
- Employees are encouraged to prepare, think critically, solve problems, and make critical decisions through training and development programmes. This improves their managerial abilities
- An individual who has received proper training will be more motivated and productive at work and his job satisfaction will increase. The employees who enjoy their work are more loyal to the company.

- The confidence of the employee is improved through training and development
- Employees get new skills and expertise through training and development.
- Trained employees adapt to new technologies easily.

## **Advantages of Training and Development**

### **Reduced Employee Turnover**

Employee Turnover can be quite expensive and disruptive. Depending on the degree and complexity of the role, replacing a person can cost anywhere from one-third to twice their yearly wages on an average. It may possibly take several months to complete. One simple and efficient strategy for lowering attrition is to provide employee training. 94% of workers think they would stay at a firm for a longer time if it invested in their professional growth, according to LinkedIn Learning.

### **Reduce Layoffs**

With the changing preferences in the modern world, employees with upgraded skills are preferred and those with outdated knowledge are left behind. so training helps to avoid layoffs.

### **Gain a Recruitment Tool**

Given how quickly the workplace is evolving, the majority of job searchers are seeking for positions that will allow them to advance. Employee training programmes can be an effective recruitment strategy. According to a Citrix survey, 82% of employees think they will need to continue learning new skills at least once a year to be competitive in the market. Additionally, as trained staff members are more likely to be involved, the public's opinion of the business will probably improve as well.

### **It increases Productivity**

Profitability depends on productivity. And among the easiest methods for businesses to boost outputs is by providing employee training. Acquiring the skills to utilize novel technologies or instruments, such as artificial intelligence and scheduling applications, can greatly reduce the duration required to carry out routine tasks. Processes are streamlined and time wasted is decreased when staff members receive training on soft skills like delegation and time management.

### **Improve Team Functionality**

Although most workers operate in teams, these groups are set up for success only when teams function well together and efficiently. Finding areas where a team lacks certain skills like writing or technical proficiency. For example, a lack of writing or technical skills can affect everyone's productivity. Employee trust can be increased and time lost to miscommunication and conflict can be decreased by providing team training on diversity and equity, conflict resolution, and communication skills.

### **Build a Competitive Advantage**

Teams are ready to shift course when members have the necessary abilities and are knowledgeable about the most recent advancements in technology and business practices. Businesses today must adjust to the ever-changing demands of their customers and the continuously changing environment. Additionally, companies that haven't made an investment in staff development risk losing out to rivals who have. Businesses that can quickly change course and offer new goods or services in response to market demands are far ahead of their competitors.

### **Increase Employees' Sense of Security**

As the world changes quickly, employees are becoming more and more concerned and rightfully so about the durability of their talents. In fact, half of the working population fear the loss of jobs if they are not updated in their skills in the coming years. The training opportunities provided by the employers can

improve the current skills and prepare them for the future challenges and new roles. Thus the employees are far more likely to be content and intend to stick around in the long run.

### **Improved employee retention**

A major advantage of training and development is increased staff retention. A deficient programme is among the main causes of employee attrition. But employees are more devoted to their business and wish to stick around when they feel that top management encourages their professional development.

### **Increased employee engagement**

Programmes for employee growth and training also raise engagement levels. Putting money into the employees' development gives them a sense of worth and appreciation. Employees that receive this kind of treatment are more likely to stick with their job, provide their all to work every day, and refer business to others, including clients and possible hires.

### **More productivity**

One of the main advantages of development and training is productivity. When equipped with the necessary abilities and information, workers are more capable of doing their work effectively and efficiently. Increased productivity frees up time for process enhancement and profitability growth.

### **An increase in staff morale**

One technique to increase employee morale is through providing a supportive work environment; this is one of the advantages of training and development. Employees gain self-confidence and drive when they feel appreciated and the organization is prepared to make development investments.

### **Consistent work processes**

The consistency of work procedures is also increased by regular training and development opportunities. Assuring that every worker has equal access to pertinent and uniform educational opportunities even levels the playing field, standardizes benefits, and even contributes to maintaining equitable promotion procedures.

### **Less employee supervision**

Workers who have received the necessary training need less oversight. As a result, relationships between managers and staff members can be centered on bigger projects and chances for development. Wise supervisors are aware that this is among the main advantages of staff development.

### **Succession planning**

Future leaders are created via training and development, which offers the education required for advancement. One of the main benefits of training and development is that it positions your finest workers for future advancement. It is also an essential component of succession planning.

### **Decreased wastage**

Reduced waste of resources, equipment, time, and energy is another benefit of staff training and development. Employees that receive the right training are more productive and less prone to make mistakes. It boosts productivity, enhances safety, and saves money.

### **Better knowledge of company policies and goals**

Programmes for employee training and development are the ideal means of educating staff members about company objectives and procedures and thereby improves workplace culture.

### **Better conditions in the workplace**

An improved work environment is the result of combining all these advantages of staff training. Professional growth and employee training foster a positive work environment that boosts morale, output, and company success.

### **More effective onboarding**

Onboarding new employees can take time and energy from current employees. Companies should create comprehensive onboarding training programmes to improve and regulate the process, leading to better onboarding and more employee respect. With formal onboarding training, everyone starts their new role on a good foot.

### **Limitations of Training and Development**

#### **High financial costs**

The training of employees involves high monetary expenses. It is costly. The business will normally be responsible for covering a variety of training-related expenses, including training course fees, travel and lodging expenses, and so on. Furthermore, the company will have to fund the cost of a cover worker while the individual attends the training. If that isn't feasible, deal with the production loss while employees receive training.

#### **Time consuming**

Training is a time consuming process. It takes a lot of time. Because of the constantly evolving internal and external business environment that many organizations encounter, employees of all stripes need to continuously update and enhance their expertise. It will take time to provide any kind of employee training for managers as well as employees. Planning, carrying out, and assessing effective training takes time, and this often takes up a significant portion of a manager's precious time.

#### **Employees with training may quit the company.**

One of the numerous excuses offered by businesses for not investing in employee training is the fear that skilled personnel may eventually be 'stolen' by rival companies. It goes without saying that there is no assurance that workers who receive training and acquire new abilities, information, and certifications will remain with the company. When this issue arises, businesses should attempt to concentrate on providing suitable non-financial and financial incentives to encourage their skilled employees to stay.

#### **Increased stress**

Staff members may become stressed out if they are required to train for a greater number of hours in order to keep them informed about current trends and proficient in their particular field. As a result of their stress, they might perform worse at work.

#### **Too much of theory**

Certain departments' training programmes are very theoretical rather than practical. These types of lectures make it difficult for employees to learn the material. Thus these lectures make the whole training programme not interesting when it's for a long period.

#### **Shifting for a new job**

When an employee gets the most recent knowledge and expertise and updates in training. They perceive they can leave for a different company that offers better benefits and pay.

#### **Time requirements:**

One of the primary drawbacks of employee training is that due to the daily hectic schedule, there could not be sufficient time for staff training. Many companies give their employees extremely little time, which might not help them become knowledgeable or effective. The primary portions of the task that the employees need to understand are typically hurried through by the trainer in a short amount of time.

#### **Control of training**

First and foremost the trainer should be skilled and talented enough to train the employees. If the trainer

is not skilled enough then the whole training is of no use. this would not meet the needs of the training and spoil the entire learning . Hence the trainer should be well equipped with the latest information and skills.

## **Recent trends of Training and Development**

### **Micro-training**

The goal of the educational approach known as microlearning is to teach learners new material in small segments. With this kind of instruction, subjects are broken down into concise, stand-alone study units that the learner can access anytime, anywhere, and as often as needed. This strategy works especially well for professionals who lead busy lives and have little time for training. It can be through different forms such as short films, infographics, tests, and articles that can be viewed at any time on mobile devices. Instead of depending solely on a single, intense training session, it's a useful technique to reinforce knowledge as well as skills over time.

### **Artificial intelligence and machine learning**

Since AI and ML can provide personalized and flexible learning experiences, its application in HR training is growing.

With the use of these technologies, training programmes that are customized to each learner's needs may be made by analyzing data about their performance and preferences. Additionally, repetitive operations like tracking progress, grading quizzes, and giving comments can be automated with AI and ML.

### **Virtual and augmented reality**

Realistic, hands-on training experiences that are otherwise hard or impossible to duplicate can be provided via VR and AR technologies. For instance, VR enables workers to practice safety processes or procedures without running the risk of harm or injury because it may imitate dangerous or complex scenarios. AR, on the other hand, can be utilized to give instructions in real time for things like having an HR representative interview a virtual candidate.

### **Mobile Training**

Employees who travel frequently or operate remotely will find mobile learning especially helpful since it gives them access to training materials at any time and from any location. Apps are the primary means of accessing resources to facilitate a smooth, multichannel training experience.

### **Diversity, Equity, and Inclusion Training (DEI)**

In an effort to foster more inclusive and cooperative workplaces, DEI training has grown in importance as a component of the HR curriculum. DEI training aids staff members in recognizing and navigating power dynamics, prejudices, and cultural differences. One can implement DEI in the employee training through workshops, eLearning modules, or coaching sessions, and also combine it with other training programmes.

### **Soft Skills Development**

Soft skills have grown more and more essential to HR professionals to succeed in the modern workplace. Such skills include critical thinking, cooperation, communication, emotional intelligence, and more. It develops soft skills through role-playing, case studies, and peer coaching to support the team in developing empathy, trust, and resilience.

### **Continuous Learning**

New techniques and technologies are continually emerging in the ever evolving world of today, which means that continuous learning can take various structures, like conferences, meetings, webinars, and



courses, but also more traditional ones, like reading eBooks, Journals and articles. By fostering a culture of lifelong learning, you can encourage employees to stay curious, adaptable, and more ready for the challenges and opportunities of the future.

### **Communication Training**

Ineffective communication can have a detrimental effect on your company's production because it frequently results in misunderstandings, disputes, and low morale. Communication training strives to give staff members the abilities, information, and tactics required to communicate effectively in a variety of contexts. It can include tasks that focus on active listening, feedback, resolving disputes, and public speaking.

### **Burnout Prevention**

Burnout is a condition of extreme physical, mental, and emotional tiredness brought on by an extended period of high stress and workload. It impacts the employee's efficiency and motivation, and also leads to health problems and absenteeism. Training on preventing burnout may cover subjects like time management, work-life balance, stress management, and—above all—self-care. It has an impact on the worker's motivation and output.

### **Gamification**

To put it in simple words, gamification is the integration of specific gaming elements into staff training courses. It's common knowledge that incentives like awards and recognition encourage workers to do better at work. In most games, players compete with one another to get the highest score. In the same way to increase worker productivity, businesses aim to foster a competitive atmosphere at work. The training programme can be rewarded with a token of appreciation, certificates, badge or any other type of award for successful completion of the modules in the course. Recently the organisations are using this trend to surge employee participation and enhance team productivity.

### **Conclusion**

Though there are mixed opinions about training and its impact on performance of the employees, we cannot deny the fact that training plays a major role in employee performance and to update themselves to the current trend, technology and equip themselves to face the future. Training gives a sense of confidence to face the future and it impacts the performance of the employees in a positive way. However a proper planning should be charted down to train the employees with the right person in order to achieve the organisational goals.

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