



ENHANCING EMPLOYEE WELL-BEING: A STUDY ON EMPLOYEE TRAINING AND DEVELOPMENT AS A MODEL FOR ORGANIZATIONAL SUCCESS

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ABSTRACT :

Aim/Purpose: This article reviewed employee training and development as a model for organizational performance and effectiveness. The various literatures reviewed on the topic in question showed that, training and development had positively correlated and claimed statistical significant relationship with employee performance and effectiveness and can advance organizational growth and success. In order to improve employee training and development as well as improved performance and service delivery, it is recommended that management should increase the number of employees taking part in training and development.

Key Words:- Employee; Training; Development; Performance; Organizational; Success.

Introduction:-

Employee training and development includes any activity that helps employees acquire new, or improve existing, knowledge or skills. Training is formal processes by which talent development professionals help individuals improve performance at work. Development is the acquisition of knowledge, skill, or attitude that prepares people for new directions or responsibilities. Training is one specific and common form of employee development; other forms include [coaching](#), [mentoring](#), [informal learning](#), [self-directed learning](#), or [experiential learning](#).

Training :

This activity is both focused upon, and evaluated against, the job that an individual currently holds; training refers to bridging the gap between the current performance and the standard desired performance.

Development :

This activity focuses upon the activities that the organization employing the individual, or that the individual is part of, may partake in the future, and is almost impossible to evaluate. Antonacopoulou (2000), defined development as the capacity and capability building on an employee and thus as of whole organization, to meet the standard performance level.

Training and Development :

This can be described as "an educational process that involves the sharpening of skills, concepts, changing of attitude and gaining of more knowledge to enhance the performance of employees". Human resource management regards training and development as a function concerned with organizational activity aimed at bettering the job performance of individuals and groups in organizational settings. It is an attempt to improve current or future employee performance by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing his or her skills and knowledge. Employee performance depends on many factors like job satisfaction, knowledge and management .

Theories on Training and Development :

Defined training as a learning activity directed towards the acquisition of specific knowledge and skills for the purpose of an occupation or task. The focus of training is the job or task for example, the need to have efficiency and safety in the operation of particular machines or equipment, or the need for an effective sales force to mention but a few. According to Garavan (1997) and Berge et al. (2002) training is the planned and systematic modification of behavior through learning events, activities and programs which results in the participants achieving the levels of knowledge, skills, competencies and abilities to carry out their work effectively.

Rationale for Training and Development :

Staff training is an element in raising morale because it sounds out people for possible future promotions. It is important to train and develop each employee so far as possible even if that means running the risk of losing them to other organizations. This growing awareness of the importance of training and development over the past decades is also supported by reports that employees were spending more in aggregate terms on these activities.

Benefits of Training and Development :

Some of the key benefits for organizations that make employee training and development a priority as suggested by Antunka, Napoleon include the following:

Increased Productivity

Timely and relevant training helps boost productivity. By closing skills, knowledge and performance gaps, and arming your employees with new ideas, best practices and skills that they can put into practice in their jobs right away, their competence, ability and confidence levels increase. As a result, these employees are able to make better decisions, and do their jobs smarter and more efficiently.

Return on Investment (ROI)

By making training and development a strategic priority of the organization, and implementing it in a thoughtful and deliberate manner, a company can benefit from measurable ROI. You can measure for impact, for qualitative and quantitative ROI, and there are various ways to do so. For example, you can do pre- and post-training assessments and measure the improvement;

Review of Literature:-

- **According to Devi & Shaik, (2012)-** conveys training as being present-day oriented; with a focus on individuals' current jobs, enhancing specific skills and abilities to immediately perform their jobs. While employee development has a holistic view, focused on enhancing behaviours, improving performance and future jobs of the organisation. **According to Arnoff (1971)** -T&D is the driving force to employee initiative and creativity, which also assists in preventing manpower obsolescence, due to age, attitude or employees inability to adapt to technological changes.
- **According to Obisi (2001)** -described T&D as a process through which the skills,
- talent and knowledge of an employee is enriched.
- **According to the Michel Armstrong (2001)**, -"Training is systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job".
- **According to Warnich et al., (2014)**-T&D is of paramount importance as it gains competitive advantage for an organisation over its competitors and aids employees to better perform at their jobs Also, allowing organisations to compete in the new economy and to meet the ever changing challenges of the world of work.
- **.Elnaga & Imran, (2013)** classified performance into five elements namely: planning, monitoring, developing, rating and rewarding. In the planning stage, Planning means setting goals, developing strategies, and outlining tasks and schedules to accomplish the goals
- **According to Aguinis & Kraiger, (2009)** -defines training as "the systematic approach to affecting individuals' knowledge, skills, and attitudes in order to improve individual, team, and organisational effectiveness".

- .According to Vemic, (2007) -that the practice of T&D, effective management of human resource (HR) promotes a continual knowledge and skills transfer, proactive behaviour and knowledge innovation.
- According to Tahir, et al., (2014-) stated that in pursuit of organisational goals, T&D practices are not only beneficial to the organisation but to the employees at large
- .According to Kinicki & Kreitner, (2007)- observed that happy and satisfied employees have a higher performance, therefore making it easy for management to motivate them thus attaining the firm targets

Objectives of the Study:-

1. To identify the essential prerequisites for successful Training and Development programs.
2. To study the impact of Training and Development programs on Employee Job Performance.
3. To assess the factors influencing the effectiveness of Training and Development initiatives in improving job performance of employees

Scope of the study:

In every organization having three levels of management it includes Top level management, Middle level management and Lower level management. In my study i need to consider Middle level a Lower level management.

Need/Importance of the study:

Training and development are critical for individuals and organizations alike. These programs enhance skills, boost productivity, and increase employee engagement and satisfaction. By investing in training, organizations help employees adapt to change, improve quality of work, and promote innovation. Moreover, well-trained employees contribute to risk management, career development, and overall organizational growth. Training develops confidence, fosters a positive work environment, and ensures that businesses remain competitive and successful. It's not just a perk; it's a strategic necessity in today's dynamic workplace.

Statement of the problem:

The title entitled to "A Study on Training and Development practices in cifa herbal company.

Research Methodology & Design:

Data sources: I collect data from using primary data sources. I majorly focus on questionnaire for data collection.

Sample size: The total population in organisation is 300 from that i taken sample size of 150 members.

Sampling Technique: I conduct simple random sampling method for sample size. It comes under Probability sampling. Where the population is defined in that time the probability sampling is using.

Statistical Technique: In the process of analyzing data taken descriptive statistical technique tools frequency calculation for using percentage method.

Data Analysis & Interpretation:-

Table-1: The current training programs adequately cover the skills required for my job role.

Job Role: Job Role is nothing but a position or title for a particular job in the organization. The job role plays a prominent role in individual employee work life. Before recruit the candidate based on individual skills and knowledge the job role is assigned to that individual employee. The job role position plays a major role in terms of

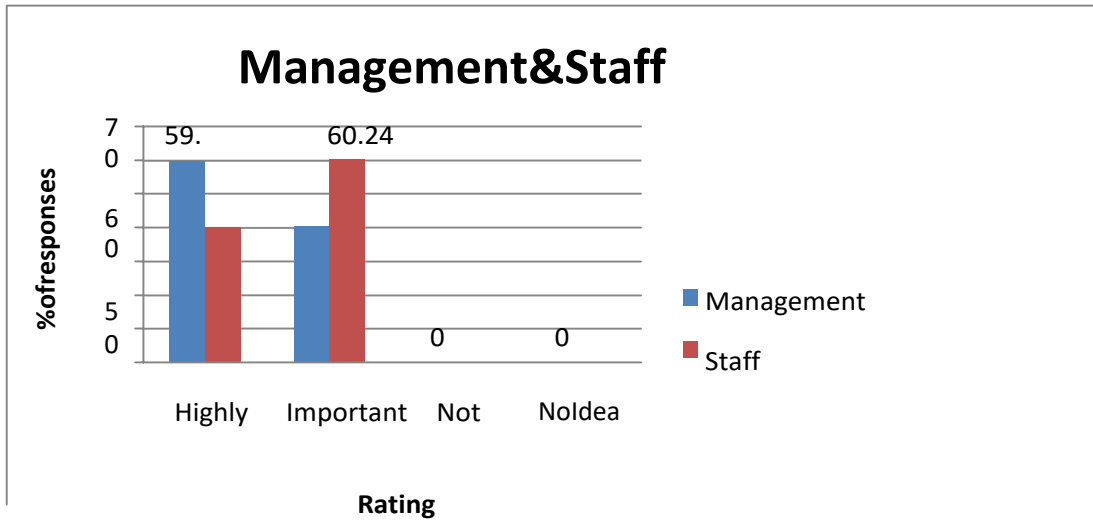
achieving organizational goals and objectives. The better candidate having a management job role it leads to motivating the employees and solving the conflicts between the employees. From the below table 4.1 explains the employee opinion on skills required for their job role

Table 5.1: Response by Importance of Training in an organization

Aspect	No. of Respondents		Percentage	
	Management	Staff	Management	Staff
Highly Important	40	33	59.7	39.76
Important	27	50	40.3	60.24

NotImportant	0	0	0	0
NoIdea	0	0	0	0

Graph5.1:ResponsebyImportanceofTraininginanorganization



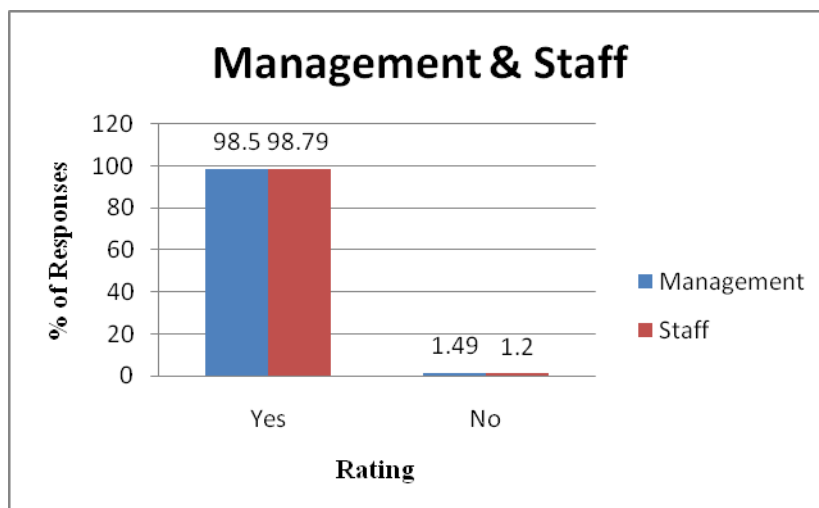
Interpretation: From the above data 59.7% of the management grade employees and 39.76% of staff grade employees are agreeing that training is very highly important in an organization, where as 40.3% of the management and 60.24% of the staff grade employees feel that training is Important in an organization

Are you interested in attending training programs?

Table5.2:ResponsebyAttendingTrainingProgramme

Aspect	No.ofRespondents		Percentage ofRespondents	
	Management	Staff	Management	Staff
Yes	66	82	98.5	98.79
No	1	1	1.49	1.20

Graph5.2:ResponsebyAttendingTrainingProgramme



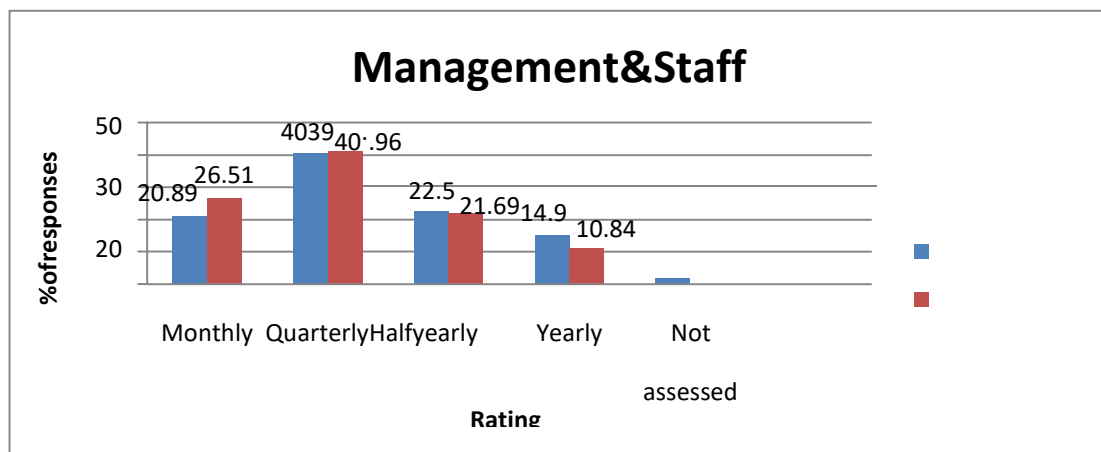
Interpretation: From the above table 98.5% of the management grade employees and 98.79% of the staff grade employees are interested in attending training programs. Whereas 1.49% of the management grade and 1.2% of the staff grade employees are not interested in the training programs.

How frequently are training needs assessed?

Table 5.3: Response by Training Need Assessment

Aspect	No. of Respondents		Percentage of Respondents	
	Management	Staff	Management	Staff
Monthly	14	22	20.89	26.51
Quarterly	27	34	40.31	34
Half Yearly	15	18	22.5	18
Yearly	10	9	14.9	9
Not Assessed	1	0	1.49	0

Graph 5.3: Response by Training Need Assessment



Interpretation: From the above table 20.89% of the management grade and 26.51% of the staff grade employees rated that the training needs are assessed monthly. 40.39% of the management grade and 40.96% of the staff grade employees rated that the training needs are assessed Quarterly. 22.5% of the management grade and 21.69% of the staff grade employees rated that the training needs are assessed Half Yearly. 14.9% of the management grade and 10.48% of the staff grade employees rated that the training needs are assessed yearly once. Whereas 1.49% of the management grade employees rated that the training needs are not at all assessed.

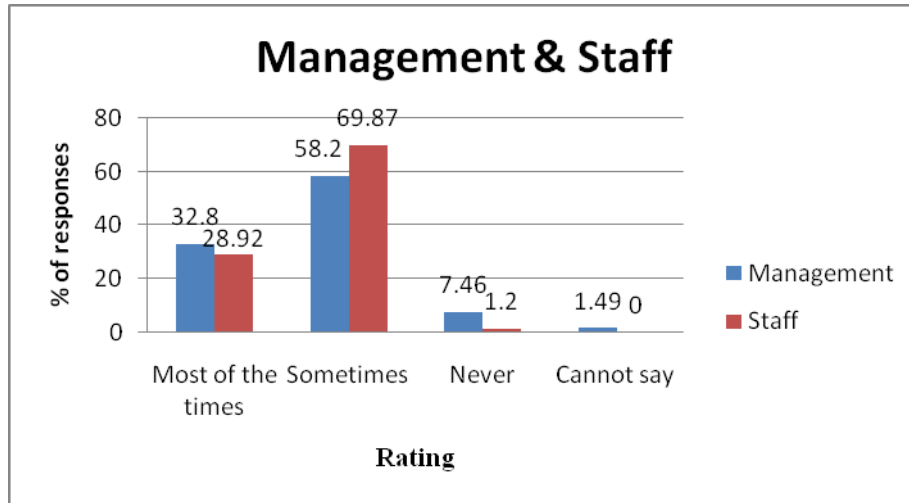
Do you think your training needs are correctly identified by your superior/HOD?

Table 5.4: Response by Training Need Identification

Aspect	No. of Respondents		Percentage of Respondents	
	Management	Staff	Management	Staff
Most of the times	22	24	32.8	28.92
Sometimes	39	58	58.2	69.87

Never	5	1	7.46	1.2
CannotSay	1	0	1.49	0

Graph5.4:ResponsebyTrainingNeedIdentification



Interpretation: From the above data 32.8% of the Management grade and 28.92% of the Staff grade employees are agreeing that most of the times their training needs are assessed correctly. 58.2% of the Management grade and 69.87% of the staff grade employees are agreeing that sometimes the training needs are assessed. 7.46% of the management grade and 1.2% of the Staff grade employees rated that their training needs are never correctly identified, whereas 1.49% of the management grade employees rated that they cannot say anything about the training needs assessed by their HOD/Superior.

Findings:

- The majority 40% of the respondents are agreed to the current training programs are adequately cover the skills required for their job role.
- The maximum 32% of the respondents are agreed to the training programs is significantly increasing their productivity.
- The greater part 3.35% of the respondents are strongly agreed to the training materials were well-organized and easy to understand.
- The large portion 4.34% of the respondents are strongly agreed to the training methods were engaging and conducive to learning.
- The highest part 5.34% of the respondents are strongly agreed to the training improved their performance in specific tasks or areas related to their role.

Suggestions:

- These suggestions are for the management and staff grade employees.
- Training effectiveness must be regularly done
- The feedback of the employees should consider for further training programs.
- Training and development programs should that all conducted employees should feel their personal growth it developed.
- Employees must be relieved from the work pressure by the superiors to attend the training programs.

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Conclusion:

Training and development is considered as a strategy for growth in every organization. It is adopted by the organization to fill the gap between skills and future opportunities. These training programs definitely enhance skills; improve efficiency and productivity and growth opportunities for employees.