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Impact of Employee Training and Development on Organizational Success

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ABSTRACT

The performance of organisations were examined in this essay via the lens of employee training and development. Training and development have a favourable correlation and a statistically significant association with employee performance and effectiveness, according to the many literatures evaluated on the subject. They can also promote organisational growth and success. It is advised that management increase the number of employees participating in training and development in order to enhance employee training and development, performance, and service delivery.

Keywords: Training; Development; Employee; Performance; Organization; Success.

1.Introduction

The process of training and development is an essential activity that not only improves the performance of employees working for an organisation but also serves as an essential part that contributes to the expansion and achievement of that organisation. According to Armstrong (2009), organisations could reap the benefits of training and development by capturing the "heart and minds" of their employees. This would enable them to identify with the organisation, to exert themselves more on its behalf, and to continue working for the organisation.

According to McDowall and Saunders (2010), training and development are the procedures of investing in people so that they are equipped to perform well. These processes are also a part of an overall strategy to human resource management, which hopefully will result in people being motivated to perform well. To facilitate a more thorough explanation, the following essential terminology are defined.

Training

Training is defined as bridging the gap between the existing performance and the standard required performance. This activity is both focused on and evaluated against the job that an individual now has (Garavan, 1997).

Development This activity, which makes it quite difficult to evaluate, relies on the activities that the person's employer or the group they are a member of may engage in in the future.

Development, according to Antonacopoulou (2000), is the process of enhancing an employee's and the organization's overall capacity and capabilities to achieve the required level of performance.

Training and development

This is referred to as "an educational process that involves the refining of skills, concepts, changing of attitude and gaining of more knowledge to enhance the performance of employees" .

According to human resource management, training and development is an organisational activity that aims to improve both individual and group work performance in organisational contexts. It is an effort to raise an employee's capacity to perform through learning, typically by altering their mindset or expanding their knowledge and abilities, in order to improve present or future employee performance. Although there is a correlation between training and performance, employee performance is influenced by a variety of factors, including job satisfaction, management, and knowledge (Chris, 2010). This proves that employee performance affects the organization's performance and that training and development help employees perform better.

Although training and development play important roles in the growth and success of organisations, many lack the fundamental skills that employee training and development will help them achieve. Job training and development is a complex topic that has been the subject of a large portion of the training literature, claim Chiaburu & Teklab (2005).

As a result, this study looked at pertinent papers about the value of training and development as a framework for the expansion and improvement of organisations.

2.Theories on Training and Development

According to Cole (2002), training is an educational process aimed at acquiring particular knowledge and abilities for a job or task. Training focusses on the work or task, such as the necessity of having an efficient and safe sales force or the need to operate certain machinery or equipment, to name a few. Training is the deliberate and methodical alteration of behaviour through learning events, activities, and programs that leads to the participants reaching the levels of knowledge, skills, competencies, and abilities to carry out their work effectively, according to Garavan (1997) and Berge et al. (2002). According to Chris (2010), a number of factors, including job satisfaction, knowledge, and management, affect employee performance. However, there is a correlation between training and performance, suggesting that employee performance is crucial for the organization's success and that training and development help employees perform better during training.

Employees must gain and develop knowledge and skills if they are to feel appreciated by the company they work for, and they must see clear indications of management's dedication to their professional development and training if they are to feel flexible and effective on the job (McDowall and Saunders, 2010). Training attitudes and skills must be applied in the workplace, sustained over time, and generalised across settings in order to improve job performance (Holton & Baldwin, 2000).

The majority of employers view staff training as an unnecessary and expensive spend for their businesses. According to Locke (1976), job satisfaction is a pleasant or emotional state brought on by a favourable evaluation of one's work or work-related experiences. According to Tsai et al. (2007), commitment is the outcome of receiving the proper training and development to complete a task successfully and perform better at work.

Although the latter are useful, I always advise people to consider work-based action first. This is untrue because this endeavour offers numerous advantages to both the company and the individual worker. Giving your employees the tools they need to complete the task at hand will improve their mood at work and reduce errors. Because they are more likely to make mistakes, untrained employees could be more expensive than their salaries.

According to Braga (1995), onsite coaching or demonstration was the most often mentioned training facilitation methodology by 59.0% of respondents, confirming that training delivery style is a crucial component of training and development. This result was consistent with Braga's finding that the majority of research participants said they had received on-the-job (demonstration) training, which helped them put it into practice.

When workers know they are valued, they are more likely to put in more effort to repay the favour. In the end, hard work yields greater rewards, which could include increased productivity or even profit margins. Additionally, trained staff will want less assistance, which will increase their own productivity even more. Workers who receive training and development have a strong chance of reaching their full potential and finally performing at their best. The trained workers will be more inclined to work to the best of their abilities when an employer sees promise in them and then sends them to classes to develop those talents. The business or organization's profit levels directly benefit from maximising the workforce's potential. Because of their newfound knowledge, a trained individual can take on more tasks than they previously could, which increases their adaptability. Being proficient in a certain field may even lower the likelihood that human mistake will cause equipment to malfunction, which would save repair costs.

Another strategy to keep your competent team is to teach them new skills. Employees who have received training from the business will feel like members of the family. They will be more likely to stick with the company if they feel appreciated by their employer and happy in their positions. Because they will see themselves as more valuable to the company, trained employees will grow to feel more dignified and valuable, which will ultimately lead to greater job satisfaction. Retaining skilled employees will boost output in addition to lowering the high expense of hiring new employees.

The business sector is very competitive, in part because of technological improvements. A company must have knowledgeable employees that are up to date on both the latest technological advancements and shifting consumer preferences in order to maintain fair competition in the market. Employee training in these new fields will increase the company's competitiveness.

Every organization's success depends on its employees' training and development since it guarantees that their knowledge, skills, and abilities are being Research indicates that 33% of workers receive information technology (IT) skills training, while 44% of workers obtain job-related technical skills training (Blain, 2009). In the last year, 18% of workers have taken sales-related training, 25% have taken people development skills training, 21% have taken management skills training, and 15% have taken leadership skills training.

Employee effectiveness was the outcome of training and development activities in which staff members took part, which opened up new possibilities for task performance. The results were consistent with Cole's (2002) recommendations for training facilitation, which called for developing educational materials aimed at helping people acquire particular information and abilities needed for a job or task. There are several justifications for staff development and training, such as (but not restricted to):

- Orienting new employees.

- Plans for the personal growth of each employee, in which training is provided to close a skill or knowledge gap, resolve a performance concern, or get the worker ready for more management and/or leadership duties.
- Adapting to changes in technology and offering the abilities and information required to take advantage of new and developing technologies.
- Resolving legal and/or regulatory concerns and modifications.
- Planning for succession involves identifying high-potential individuals and developing the next generation of leaders.
- Assisting your team with a variety of growth and change-related challenges and opportunities, such as assisting the group and company in reacting to and adjusting to fundamental changes in the economy.

Companies should have a strong organisational training and development plan that covers both specialised in-house training for team training and development needs and a range of public, open-enrollment programs for employees' individual learning needs.

2.1. The purpose of training and development

Since it identifies candidates for potential future promotions, staff training contributes to improved morale. Even if doing so puts you at risk of losing them to other companies, it is crucial to teach and develop every employee as much as possible. Reports showing employees were spending more overall on training and development activities over the past few decades further underscore this growing understanding of their significance.

A significant and ongoing investment in training and development is necessary because technological advancements and organisational changes have gradually led some firms to see that their employees' skills and abilities are the key to success. The growth of human resources management, which emphasises the value of people and their abilities in boosting organisational effectiveness, has highlighted this. Senior management teams have been encouraged to recognise the growing significance of training, employee development, and long-term education—which is defined as fundamental instruction in knowledge and skills intended to enable people to make the most of life in general—by human resource management concepts like "commitment" to the company and the expansion of the "quality" movement. Additionally, there is a greater understanding of the necessity of aligning personnel attributes with organisational requirements. Such ideas necessitate more focus on staff development in addition to meticulous preparation.

2.2. Communication and Performance

According to Cheng and Ho (2001), proper training and development results in noticeable enhancements in staff performance competency and communication, as well as longer retention times. Additionally, there are notable increases in profit and a higher number of reported pleasant working connections that are developed when programs focus on improving coworker communication skills. Workers with strong communication skills learn more about the policies and tools pertaining to job performance, which leads to more responsibility and accountability, which in turn improves competence (Adams, 1989; Gordon, 1977). Additionally, it has been demonstrated that education and training significantly improve organisational commitment, job involvement, and job satisfaction (Karia & Asaari, 2006).

2.3. Behaviours in Attitude Training

Ahmad and Karia (n.d.) discuss the connection between attitude and training in respect to teamwork. Positively minded workers take an active role in the process and place greater importance on completing their work. Additionally, management and employees form a partnership in successful organisations. Participation in cooperation exercises and the application of continuous learning are part of the relationship. According to the published results, an employee's involvement in problem-solving and decision-making also fosters organisational trust (Anschutz, 1995).

2.4. Building Employee Capacity as an Organisational Model

Regarding employees, learning, training, and development might mean two different things. Since they promote the learning, development, and progress of their staff, it can be seen as an intrinsic incentive. Because they provide workers with more resources to help them reach their objectives, it can also serve as an extrinsic motivation (Bakker and Leiter, 2010). Furthermore, employees ranked the quality of workplace learning opportunities as the primary factor influencing their engagement in the Paradise (2008) survey. For this reason, managers of organisations should assist staff in updating their experience and expanding their knowledge and skills by providing suitable training. It is well acknowledged that employees' confidence grows as they learn more about their jobs, enabling them to work with less direct supervision from their superiors. This, in turn, boosts their dedication and self-efficacy.

3. Advantages of Training and Development

According to Antunka, Napoleon, companies who prioritise staff training and development can reap the following major advantages:

3.1. Enhanced Efficiency

Training that is pertinent and timely increases productivity. Employee competence, ability, and confidence rise when skills, knowledge, and performance gaps are filled and new ideas, best practices, and skills are provided that they can immediately implement in their work. These workers are therefore able to make wiser choices and carry out their duties more effectively.

3.2. Return on Investment (ROI)

A business can reap quantifiable returns on investment by prioritising training and development and putting it into practice with consideration and purpose. There are several methods for measuring impact, ROI, and both qualitative and quantitative metrics. For instance, you can quantify the improvement through pre- and post-training assessments. Then, you can convert this into a monetary return by calculating the value of time saved, productivity gains, and sales increases. It is crucial that businesses see training and development as an investment rather than a cost, and that they use it to further their organisational and corporate objectives. Investing in the training and development of employees should be considered a capital investment for which a return on investment is sought.

3.3. Enhanced Contentment and Retention of Employees

Employees that get training and development investments feel more focused, accountable, engaged, valued, and a part of the team. Additionally, it has been demonstrated to boost employee loyalty and lower turnover, even if we cannot anticipate or even desire for any person to remain with a company for the whole of their career. The majority of people naturally want to broaden their knowledge and skill set, gain new skills, and advance their careers. Having the ability to grow in their careers is something that most people desire. Both the business and the individual can benefit greatly when the organisation makes an investment in their growth. Training and development can serve as a means of recognising high-potential, high-achievers in addition to being a tool for addressing knowledge and skill deficiencies.

Teambuilding is usually a subtext of any training and development, especially internal (custom) programs. According to Richard (2007), these programs often foster a stronger sense of camaraderie among staff members and assist each team member in finding new mentors, partners, collaborators, and subject-matter experts within the company.

3.4. Developing a Culture of Learning in Organisations

It is crucial to cultivate a learning culture in your company, where the advantages for both the employee and the company are shared and expectations are established up front. Additionally, it's critical to always lead by example and be able to cite achievements within the company.

Having a framework in place for the transfer of information back to the workplace is crucial to their success. By making sure that your training and development strategy is consistent, you can encourage the employee to put the important lessons they learnt into practice straight away and establish similar terminology and structures throughout your company.

Conveying your staff members to open enrolment (public) programs gives them the opportunity to network with peers from various industries and organisations, test ideas in a secure setting, and discuss best practices and ideas that they can then implement back at their company. They ought to be urged to discuss their thoughts with their teams back at the company and to use these fresh concepts right away in their own workplace. Encouraging the worker to arrange a "lunch and learn" where they may share the main lessons with their colleagues is one approach to accomplish this. By fostering a culture of learning and establishing a consistent language and framework for the team, lead to information.

Ultimately, our people are our most valuable resources. As we modernise our machinery and plants, we also need to update our staff, refresh individual skill sets, and provide them with the knowledge they need to perform at their highest level and stay competitive. Businesses that make training and development investments for their employees will succeed in this fiercely competitive global economy.

4. Obstacles to Training and Development

Managing employees is a struggle for many organisations, which makes training and development tough. Few, if any, have had significant training in teaching, organising a teaching program, and assessing the results of training and development. Hiring a training supervisor or director and then ignoring him makes training extremely challenging, which could impede organisational goals.

A few obstacles may arise when, It is viewed as a goal rather as a means to an end, management refuses to take accountability for staff development and training, Managers' ignorance and incompetence in planning and carrying out training and development Absence of knowledge about the type of training that is necessary, if there is little to no incentive to study the task ahead of him, if training sees no point in learning and mastering his assignment, and if no plans are established for rewards and job promotion. The success of a training and development program depends heavily on the attitudes of senior management personnel, who may neglect their duties when it comes to training.

5. Findings and Suggestions

Management should increase the number of employees participating in training and development in order to enhance employee performance and service delivery as well as employee training and development. This can be accomplished by offering rewards that could encourage staff members to participate in training and development initiatives.

Potential promotions or the establishment of distinct organisational ladders that make it obvious where achievement is recognised are two examples of incentives that could encourage staff members to participate in training and development.

Offering employee training and development programs to their staff is essential for businesses vying for a fair market presence and competition because it improves both customer happiness and corporate profit margins.

The relevant authorities can enhance the availability of information on staff training and development initiatives. When it comes to employee training and development, this is crucial because employees can only participate in these programs if they have access to information about them.

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