Training and Development - Improving Employee Performance

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Abstract: *The purpose of this study was to how beneficial of training and development programs on employee performance for organisation development. Training and development programs typically involve educational activities that advance a worker's knowledge and ignite greater motivation to enhance job performance. The study also reveals that training and development is a necessity in every company/organisation particularly for the unskilled, semiskilled, newly inducted or the less experience employees. Generally, employees' work contribution was greatly improved due to the different training methods and tools used by the company. Thus, it led to a positive impact on the overall employee's performance and an improvement in their skills and job efficiency. There are many types of training and development. Benefits of employee training and development like Increased productivity. At present Remote mobile training and AI training are passionate now a days and modern gadgets are useful to give training without physical participation.*

Keywords: Training and development, employee training, organisation development

1. Introduction

Human Resource Management has played a significant role in the economic development of most developed countries like Britain America and Japan. In the developing countries like India, Brazil, Cameroon, with its rich natural resources and financial support, one can also experience such economic success if the appropriate attention is given to the development and training of her human resources. Every aspects and activities in an organization involves people. For instance, a manager will not be successful if he has subordinates who are not well equipped with skills, knowledge, ability, and competence (SKAC). training vary from organization to organization in relation to the quality and quantity of training factors, which may include: the degree of external environment change, the degree of change in the internal environment, current suitable skills in the existing work force and the level to which the management see training as a motivating factor in the workplace, (Cole, 2002).

Training and Development in Human Resource Management is the process of acquiring knowledge, skills, and attitude that helps improve employees' job performance and enables future career growth. Training refers to acquiring specific knowledge and skills for a particular job or task.

Training and development are a continuous effort designed to improve employees' competence and organize performance as a goal to improve on the employees' capacity and performance. In other way, Training is increasingly important for organisation looking to develop themselves and compete with other firms. There has been a long debate among scholars and practitioners upon the effect of training in both employees and organizational goals. It is always a mutually beneficial process for both of them.

Training is effort initiated by an organization to maintain learning among its workers, and development is effort that is oriented more towards expanding an individual's skills for the future responsibility. Training and development are a continuous effort designed to improve employees' competence and organize performance as a goal to improve the employees' capacity and performance

What is Training and Development?
Training is about knowing where you are in the present and after some time where will you reach with your abilities. By training, people can learn new information, new methodology and refresh their existing knowledge and skills. Due to this there is much improvement and adds up the effectiveness at work. The motive behind giving the training is to create an impact that lasts beyond the end time of the training itself and employee gets updated with the new phenomenon. Training can be offered as skill development for individuals and groups.

Training is the act of increasing the knowledge, skills, and abilities of an employee for doing a particular job and learning new concepts and developments. Organizations invest in training to make sure employees can perform their jobs effectively. A vast amount of research supports the fact that training is positively and directly related to organizational performance (Garavan, et al., 2019). According to G. P. Nunvi (2006), training programs are directed towards maintaining and improving current job performance while development seeks to improve skills for future jobs.

Why Training is required
The idea of training is the need for a greater productivity and safety in the operation of specific equipment or the need for an effective sales force, to mention a few. Even when the right person has been selected, they may need training in how your company does things. Lack of training can result in loss of productivity, loss of customers, and poor relationships between employees and managers. It can also result in dissatisfaction, which means retention problems and high turnover. All of these consequences can have an impact on direct costs to the organization. In fact, a study performed by the American Society for Training and Development (ASTD) found that 41 percent of employees at companies with poor training, planned to leave within the year, but in companies with excellent training, only 12 percent planned to leave

(Branham, 2005) Thus, training can be considered as an investment in employees that is central to an organization's health.

Purpose of this study:
The main purpose of the study is to improve the employees' performance for development of organisation, In the competitive scenario organisation's development is an imminent for meet out the competition and retain the talented employees. The study elucidates the training and development process of an organization.

Scope of Training and Development
Improving employee skills and knowledge is essential to sustain a business. Training and development can help organizations identify and retain top talent, improve productivity, increase job satisfaction, improve employee morale and earn more profits.

Research Design
The study purpose is demonstrating the various methods of training and advantages of training for improve performance of employees and development of organisation. This study is designed for descriptive in nature. Descriptive research is an appropriate choice for this study.

Limitation of the study:
This study focuses only to describe some methods of training and development to improve the skills of the employees and organisation performance.

2. Literature Review

The primary objective of all training is to improve individual and organizational performance. Establishing a needs analysis is, and should always be the first step of the training process. (Infande, 2015) Developing and conducting training, this part of the training process addresses the techniques and methods by which training is carried out. Training objectives, timeline and budget are allocated and training is delivered through specified methods and road map**.** Cole (2002), mentioned in his book Personnel Human Resource Management, that training is more of a learning activity to acquire better skills and knowledge needed to perform a task. Krietner (1995), no matter how carefully employees are screened, typically, a gap remains between what the employee does know and how they should know it. An organization therefore, desiring to gain the competitive edge in its departments, will need extensive labour and effective training of its human resource.

Training and Development Process
Training and development is a continuous process as the skills, knowledge and quality of work needs constant improvement. Since businesses are changing rapidly, it is critical that companies focus on training their employees after constantly monitoring them & developing their overall personality.

Steps for training and development processes are:

1) **Determine the need of training and development for individuals or teams**
First of all the need has to be seen for training and development. it has to align with the company's goals and objectives. If a company is trying to start a new department or strengthen existing sales team in new products, then an appropriate training is needed.

2) **Establish specific objectives & goals which need to be achieved**
The goals and objectives of the training and development have to be established. Whether the goal is awareness about new products or even installation is required to be learnt.

3) **Select the methods of training**
Next, methods have to be defined. The training can be done as a:
- Classroom Training
- Online Self - paced courses
- Course with certification
- Instructor led online training

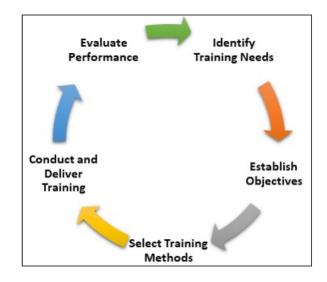4) **Conduct and implement the programs for employees**
After the plan and methods are finalized, the training and development programs have to be executed where courses, instructions are taught to the employees, partners or vendors.

5) **Evaluate the output and performance post the training and development sessions**
Training and Development is incomplete without proper monitoring. Monitoring can be done through evaluation of the instructor as well as attendees. Instructor evaluation can be done through feedback or ratings but attendees can be evaluated through internal or external certifications or scores.

6) **Keep monitoring and evaluating the performances and again see if more training is required**
Based on the evaluation results in the previous step, management needs to ascertain that if the training and development program was sufficient for now or more training and enablement would be required. Also, if future trainings are to be planned.

Types of training and development

Training programs can be created independently or with a learning administration system, with the goal of employee long - term development. Common training practices include orientations, classroom lectures, case studies, role playing, simulations and computer - based training, including e - learning.

Sometimes referred to as Human Resource Development (HRD), most employee training and development efforts are driven by an organization's HRD function. These efforts are roughly divided into two types of programs:

1) Employee Training and Development
A strategic tool for improving business outcomes by implementing internal educational programs that advance employee growth and retention.

2) Management Training and Development
The practice of growing employees into managers and managers into effective leaders by the ongoing enhancement of certain knowledge, skills, and abilities.

Table 1 below explains the different types of training. These types are usually used in all steps in a training process

Types of Training						
Skill training	Retraining	Cross Functional training	Team Training	Literacy Training	Diversity Training	Customer Service
Focused on job knowledge and skills for instructing new hires	Maintain the knowledge and skills of workers as job requirements change with technological innovation and organizational restructuring	prepare employees for a wide variety of tasks like flexibility in work scheduling and improving coordination among them	self - directed teams and address management skills, cross functional skills	improve the academic skills of workforce like, Reaso ning abilities, mathematics, Computers, reading, writing, communication skills	Core ideology of respect and tolerance for persons of different race, gender, religion, and backgrounds.	focuses on better communication, meeting customer needs and satisfaction

Source Types of training (Giovannini 2013) (M. Edralin 2004)

Why it is Needed

Training and development of employees is a costly activity as it requires a lot quality inputs from trainers as well as employees. But it is essential that the company revises its goals and efficiencies with the changing environment. Here are a few critical reasons why the company endorses training and development sessions.

Further, for organizatons/companies to keep improving, it is important for continuous training and development programs for their employees. Competition and the business environment keeps changing, and hence it is critical to keep learning and pick up new skills.

- Optimum utilization of resources
- Development of skills like time management, leadership, team management etc.
- To increase the performance, productivity and motivation
- To imbibe the team spirit
- For improvement of organization culture
- To improve quality
- To increase profitability and bottom line by acquiring new skills
- Improving brand image by having well trained employees

Advantages of Training and development

The importance of training and development mostly revolves around programs that enable employees to learn precise skills or knowledge to improve performance. Training and Development programs involve a more expansive employee growth plan, for future performance rather than immediate career role improvement.

- **Increased productivity**: When employees stay current with new procedures and technologies, they can increase their overall output.
- **Reduced micromanagement**: If workers feel empowered to perform a task, they typically require less oversight and work more independently.
- **Train future leaders**: Organizations must have a solid pipeline of well - trained and innovative potential leaders to grow and adapt over time.
- **Increased job satisfaction and retention**: Well - trained employees gain confidence in their abilities, leading to greater job satisfaction, a reduction in absenteeism and overall employee retention.
- **Attract highly skilled employees**: Top recruits are attracted to firms with an identifiable career path based on consistent training and development.
- **Increased consistency**: Well - organized training ensures that tasks are performed uniformly, resulting in tight quality control that end users can trust.
- **Increased camaraderie**: Training and development helps create a sense of teamwork and collaboration.
- **Bolstered safety**: Continuous training and development helps ensure that employees have the knowledge and skills to perform a task safely.
- **Ability to cross - train**: Providing consistent training creates a knowledgeable team overall where employees can help train or assist each other as needed.
- **Added innovation**: Consistently trained employees can help develop new strategies and products, contributing to the company's bottom line and continued success.

Current trends in training and development

The corporate marketplace is quickly changing, and businesses must be flexible and easily adapt to change. Technology is one of the key drivers in this rapid change,

with automation and artificial intelligence (AI) in the forefront.

Here are four key trends impacting how organizations must rethink training and development.

Remote mobile training

Organisation has discovered that it's no longer just about what employees need to know, but also when, where and how the development experience enables performance. With the advancements in mobile technology, organisation are relying more on modern gadgets specifically mobile workforces. Training is migrating to mobile devices where apps provide "just - in - time" information and recommendations to workers across industries.

AI training

Now a days AI systems can process unstructured information in a similar way to humans. AI systems understand language patterns and sensory inputs including text, pictures, and auditory cues. AI - based software can customize how training content is delivered to a learner, based on their learning style, suggest content based on a learner's past performance and predict what information is most important for them to learn next.

Agile learning

Agile learning is a process that encourages employees to learn by doing and iterate often, inspiring organizational change and buy - in. a tool for executing, scaling, and managing an organization's multiple transformation initiatives.

Remote flexible learning models

While distance learning has been around for a long time, the COVID - 19 pandemic has underscored the need for organisation to have resilient, flexible, mobile workforce management. Organizations have learned that remote workforces need to be productive, engaged, and continually working toward learning and improvement. However, certain drawbacks have been found for remote flexible learning models.

Factors affecting training:

There are a lot of factors, which affect the training itself, ranging from environment, supervisors and instructors, content of the training and how it is conducted. These factors can be elaborated and well understood by listing them with their pros and cons.

Personal Factors

Factors encircling persons involved in training are personal factors. Whenever the humans are involved in some kind of exercise, or practice, they always affect the environment or process they are going through. The same is the case with employee trainings. As it is a process of transferring skills and technologies from the professional trainers to the new employee learning those skills. The two major parties are of course employees themselves who are seeking training and the second is the trainer or a staff member who delivers training.

Human resource policy

Training is used by firms to increase their competitiveness and, hence to escape or survive competition, especially in industries relying to a larger extent on workers' human capital (Heywood, Jirjahn and Pfister, 2019)

Training and development challenges

Most training won't be fully retained by learners. Businesses must build a culture of ongoing self - directed, self - motivated learning with focused distance learning programs and mobile "just - in - time" training.

Several insights from the study include:
- Skilled humans fuel the global economy: Digital skills remain vital, but soft skills have become more important.
- Skills availability and quality are in jeopardy: The half - life of skills continues to shrink, while the time it takes to close a skills gap has ballooned, forcing organizations to find ways to stay ahead of skills relevancy.
- Intelligent automation is an economic game changer: Millions of workers will likely require retraining and learning new skills, and most companies and countries are ill - prepared for the task.
- Organizational cultures are shifting: The digital era has introduced the need for a new business model, new ways of working and a flexible culture that fosters the development of critical new skills.

3. Conclusion

Traditional hiring and training are no longer as effective, and that different strategies and tactics can have a strong impact on closing the skills gap. Several strategies and tactics include:
- Make it personal: Tailor career skills, and learning development experience uniquely to organisational goals and interests.
- Improve transparency: Place skills at the center of the training strategy and aim for deep visibility into the skills position across the organization.
- Look inside and out: Adopt an open technology architecture and a set of partners able to take advantage of the latest advancements.

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