



## A Study on Effectiveness of Training and Development

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### **Abstract**

*The objective of this study is to examine effectiveness of Training and Development, On the Job Training, Training Design and Delivery style are four of the most important aspects in organizational. Training and development is an important function of human resource management. It aims to improve employee's skills by making them learn new techniques of doing work. Since Human resource is the most important asset of an organization so, making best use of them is possible with the help of training which leads to Which leads to their as well as organization's development.*

**Keywords:** *On the Job training, Off the Job training, Stages of Training and Development, Process of Training & Development, Difference between Training & Development*

### **I. Introduction**

The man is ultimate resources of any organization because the success or failure of any organization depends on efficient and effectiveness of man power and their functioning. The entire gamut of activities of an organization revolves around the human resources. Therefore, people are the most significant resources of any organization. Employee development is carried through the programmers of training and training brings the requisite development in the employees working at different levels. Training and development is one of the sub-systems of Human Resource Development. 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.

### **II. Objective of Training & Development**

- Training and Development would focus on achievement of business goals through development of human resource
- To study the different methods of training programmers conducted in organization
- To study the effectiveness of training programme in organization
- To know the satisfaction level of employees towards training programme.



### III. Purpose of Employee Training and Development Process

- Creating a pool of readily available and adequate replacements for personnel who may leave or move up in the organization.
- Enhancing the company's ability to adopt and use advances in technology because of a sufficiently knowledgeable staff.
- Building a more efficient, effective and highly motivated team, which enhances the company's competitive position and improves employee morale.
- Ensuring adequate human resources for expansion into new programs.
- Increased productivity.
- Reduced employee turnover.
- Increased efficiency resulting in financial gains.
- Decreased need for supervision.

### IV. Process of Training &Development:

- Identification of Training Need through Various Sources.
- Compilation of Training Need.
- Designing of Training Programme
- Identification of Trainers
- Implementation of Training & Development Programme
- Feedback Analysis of Training Programme
- Post Training Development Evaluation & Identification of gaps

### Training &Development Practice:

Training and development encompasses three main activities: training, education, and development.

- **Training:** This activity is both focused upon, and evaluated against, the job that an individual currently holds.
- **Education:** This activity focuses upon the jobs that an individual may potentially hold in the future, and is evaluated against those jobs.
- **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.



## V. Difference between Training & Development

**DIFFERENCE**

	TRAINING	DEVELOPMENT
1.	Focus on <b>technical, mechanical and operative</b> functions.	Focus on <b>theoretical skills and conceptual ideas</b>
2.	Focuses on <b>current job</b>	Prepares for <b>future job</b>
3.	Concerned with <b>specific job skills and behavior</b>	Concerned with <b>enhancement of general knowledge and understanding of non-technical organization functions.</b>
4.	Mostly for <b>non-managerial posts</b>	Usually meant for <b>managers and executives</b>
5.	Focus on <b>short term gains</b>	Focus on <b>long term benefits</b>
6.	It is <b>job oriented process and vocational</b> in nature	It is <b>general</b> in nature and strives to inculcate enterprise creativity, dedication and loyalty among employees
7.	It is <b>one shot deal</b>	It is <b>continuous ongoing process</b>

**DIFFERENCE**

	TRAINING	DEVELOPMENT
8.	Results in enhancement of a <b>particular job skill.</b>	Results in <b>personal growth and overall personality development</b>
9.	It can be divided into mainly <b>on the job and off the job</b>	<b>No such classification is possible</b>
10.	It is a result of <b>extrinsic motivation</b>	It is a result of <b>intrinsic motivation</b>
11.	Training programs are usually <b>compulsory</b>	Development activities are usually <b>voluntary</b>
12.	Staff members do not have a clear idea regarding the <b>relationship b/w training and career development</b>	Staff members are <b>experienced</b> and know about relationship b/w development and career success
13.	<b>Evaluation</b> for training is usually conducted	Evaluation of development is usually <b>not possible</b>

## VI. Importance of Training and Development

- **Help in addressing employee weaknesses:** Most workers have certain weaknesses in their workplace, which hinder them from giving the best services. Training assists in eliminating these weaknesses, by strengthening workers skills. A well-organized development program helps employees gain similar skills and knowledge, thus bringing them all to a higher uniform level. This simply means that the



whole workforce is reliable, so the company or organization doesn't have to rely only on specific employees.

- **Improvement in workers performance:**A properly trained employee becomes more informed about procedures for various tasks. The worker confidence is also boosted by training and development. This confidence comes from the fact that the employee is fully aware of his/her roles and responsibilities. It helps the worker carry out the duties in better way and even find new ideas to incorporate in the daily execution of duty.
- **Consistency in duty performance:**well organized training and development program gives the workers constant knowledge and experience. Consistency is very vital when it comes to an organizations or company's procedures and policies. This mostly includes administrative procedures and ethics during execution of duty.
- **Ensuring worker satisfaction:**Training and development makes the employee also feel satisfied with the role they play in the company or organization. This is driven by the great ability they gain to execute their duties. They feel they belong to the company or the organization that they work for and the only way to reward it is giving the best services they can.
- **Increased productivity:**Through training and development the employee acquires all the knowledge and skills needed in their day to day tasks. Workers can perform at a faster rate and with efficiency thus increasing overall productivity of the company. They also gain new tactics of overcoming challenges when they face them.
- **Improved quality of services and products:** Employees gain standard methods to use in their tasks. They are also able to maintain uniformity in the output they give. This results with a company that gives satisfying services or goods.
- **Reduced cost:**Training and development results with optimal utilization of resources in a company or organization. There is no wastage of resources, which may cause extra expenses. Accidents are also reduced during working. All the machines and resources are used economically, reducing expenditure.
- **Reduction in supervision:**The moment they gain the necessary skills and knowledge, employees will become more confident. They will become self-reliant and require only little guidance as they perform their tasks. The supervisor can depend on the employee's decision to give quality output. This relieves supervisors the burden of constantly having to give directives on what should be done.

## VII. Literature Review

**Cheng and Ho (2001)** discuss the importance of training and its impact on job performance: While employee performance is one of the crucial measures emphasized by the top management, employees are more concerned about their own productivity and are increasingly aware of the accelerated obsolescence of knowledge and skills in their turbulent environment. As the literature suggests, by effectively training and developing employees, they will become more aligned for career growth—career potential enhances personal motivation



**Iftikhar Ahmad and Sirajud Din (2009)**, Training and development is adopted by organizations to fill the skill gap of employees. Training evaluation must be appropriate for the person and situation. Evaluation will not ensure effective learning unless training is properly designed. Successful evaluation depends upon whether the means of evaluation were built into the design of the training program before it was implemented.

**Bates and Davis (2010)**, Usefulness of training programme is possible only when the trainee is able to practice the theoretical aspects learned in training programme in actual work environment. They highlighted the use of role playing, cases, simulation, mediated exercises, and computer based learning to provide exposure to a current and relevant body of knowledge and real world situations

**Raja Abdul Ghafoor Khan and Furqan Ahmed Khan (2011)** in his articles explained Impact of Training and Development on Organizational Performance Training and Development has positive effect on Organizational Performance. Discussion of all the results proves the hypotheses; H1: Training design has significant effect on the organizational performance, H2: On the job training has significant effect on the organizational performance, H3: Delivery style has significant effect on the organizational performance and H4: Training & development has significant effect on the organizational performance. (Volume 11 Issue 7 Version 1.0 July 2011 Print ISSN: 0975-5853)

**H. O. FALOLA (2014)** in his articles explained effectiveness of Training and Development on Employees performance and organization competitiveness in the Nigerian banking industry and Training is importation for the survival of any organization. It is also imperative for effective performance of employees, enhancement of employees' ability to adapt to the changing and challenging business environment and technology for better performance, increase employees' knowledge to develop creative and problem solving skills.  
(Series V: Economic Sciences • Vol. 7 (56) No. 1 – 2014)

**Prof. Brijmohan Vyas and Chandrika K Mistry (2015)** expressing his views regarding A study on Effectiveness of Training and Development in Cement Industry. From the study it can be concluded that Industry is providing training to workers effectively but still it can make it more effective by increasing duration of training programme and inviting expert from outsider to train employees. This will help to make employees more serious about training. More flexibility should be given to employees, which help them to raise their questions to the trainer. The workers satisfied the way programme is conducted by the company. The training programme helps to increasing the knowledge, skill, and ability.

**Kanu Raheja (2015)** discuss the method of Training and Development and expressing his views regarding Employers evaluate results by measuring the effect of training on the achievement of organizational objectives. Because results such as productivity, turnover, quality, time, sales, and costs are relatively concrete, this type of



evaluation can be done by comparing records before and after training. For the interviewing training, records of the number of individuals hired to the offers of employment made prior to and after the training could be gathered. (March – April (2015) 35 – 41. ISSN NO. 2277- 4947).

## VIII. Training Methods

There are two broad types of training available to small businesses: on-the-job and off-the-job techniques. Individual circumstances and the "who," "what" and "why" of your training program determine which method to use.

### (A) On-the-job training

Delivered to employees while they perform their regular jobs. In this way, they do not lose time while they are learning. After a plan is developed for what should be taught, employees should be informed of the details. A timetable should be established with periodic evaluations to inform employees about their progress. On-the-job techniques include orientations, job instruction training, apprenticeships, internships and assistantships, job rotation and coaching.

**Orientations** are for new employees. The first several days on the job are crucial in the success of new employees. This point is illustrated by the fact that 60 percent of all employees who quit do so in the first ten days. Orientation training should emphasize the following topics:

- The company's history and mission.
- The key members in the organization.
- The key members in the department, and how the department helps fulfil the mission of the company.
- Personnel rules and regulations.

Some companies use verbal presentations while others have written presentations. Many small businesses convey these topics in one-on-one orientations. No matter what method is used, it is important that the newcomer understand his or her new place of employment.

**Apprenticeships** develop employees who can do many different tasks. They usually involve several related groups of skills that allow the apprentice to practice a particular trade, and they take place over a long period of time in which the apprentice works for, and with, the senior skilled worker. Apprenticeships are especially appropriate for jobs requiring production skills.

**Internships and assistantships** are usually a combination of classroom and on-the-job training. They are often used to train prospective managers or marketing personnel.

**Job rotation** involves moving an employee through a series of jobs so he or she can get a good feel for the tasks that are associated with different jobs. It is usually used in training for supervisory positions. The employee



learns a little about everything. This is a good strategy for small businesses because of the many jobs an employee may be asked to do.

## **(B) Off-the-job training**

Include lectures, special study, films, television conferences or discussions, case studies, role playing, simulation, programmed instruction and laboratory training. Most of these techniques can be used by small businesses although, some may be too costly.

**Lectures** present training material verbally and are used when the goal is to present a great deal of material to many people. It is more cost effective to lecture to a group than to train people individually. Lecturing is one-way communication and as such may not be the most effective way to train. Also, it is hard to ensure that the entire audience understands a topic on the same level; by targeting the average attendee you may undertrain some and lose others. Despite these drawbacks, lecturing is the most cost-effective way of reaching large audiences.

**Role playing and simulation** are training techniques that attempt to bring realistic decision making situations to the trainee. Likely problems and alternative solutions are presented for discussion. The adage there is no better trainer than experience is exemplified with this type of training. Experienced employees can describe real world experiences, and can help in and learn from developing the solutions to these simulations. This method is cost effective and is used in marketing and management training.

**Audio-visual methods** such as television, videotapes and films are the most effective means of providing real world conditions and situations in a short time. One advantage is that the presentation is the same no matter how many times it's played. This is not true with lectures, which can change as the speaker is changed or can be influenced by outside constraints. The major flaw with the audio-visual method is that it does not allow for questions and interactions with the speaker, nor does it allow for changes in the presentation for different audiences.

**Programmed learning**, computer-aided instruction and interactive video all have one thing in common: they allow the trainee to learn at his or her own pace. Also, they allow material already learned to be bypassed in favour of material with which a trainee is having difficulty. After the introductory period, the instructor need not be present, and the trainee can learn as his or her time allows. These methods sound good, but may be beyond the resources of some small businesses.

**Laboratory training** is conducted for groups by skilled trainers. It usually is conducted at a neutral site and is used by upper- and middle management trainees to develop a spirit of teamwork and an increased ability to deal with management and peers. It can be costly and usually is offered by larger small businesses.



## **IX. Stages of Training and Development Programs:**

Training should be conducted in a systematic order so as to derive expected benefits from it. The training system involves four stages, namely:

- a. Assessment of training and development program's needs.
- b. Designing the training and development programs.
- c. Implementation of the training program
- d. Evaluation of the training program

### **Stage – 1**

- Assessment of Training Needs
- Organizational Analysis
- Departmental Analysis
- Job Analysis
- Employee Analysis

### **Stage – 2**

- Designing of Training Programs
- Instructional objectives
- Learning Principles
- Teaching Principles
- Training Principles
- Content design

### **Stage – 3**

- Implementation of Training Programs
- On-the-Job Methods
- Off-the-Job Methods
- Characteristics of the Instructor Conducting the Program

### **Stage – 4**

- Evaluations of Training Programs
- Reactions Learning
- Job Behaviour
- Organization Ultimate Value

(Source: P. Subba Rao, "Essentials of Human Resource management and Industrial Relations" Himalaya Publication House, 3rd Revised & Enlarged Edition 2009, Pg-199-203)



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