

IMPACT OF TRAINING AND DEVELOPMENT ON ORGANIZATIONAL EFFECTIVENESS

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ABSTRACT

Due to intense competition and technological up-gradation, the need for employee training has become inevitable in recent years. To have desired performance, innovativeness and competitiveness, the most crucial element required by a firm is its workforce's knowledge and skills. Training is the systematic attainment and growth in knowledge, skills, and attitudes of learners to maintain continuous improvement and workplace education. Many organizations fulfill their training needs in an ad hoc and haphazard manner. Training of this type is more or less unplanned and unsystematic. Other organizations however start with identifying their training needs followed by designing and implementing suitable training programme, and finally analyze outcomes of training. More emphasis should be put on investment in employee development in order to get better results as the success of an organization relies on the skills and abilities of their employees. The present paper puts light upon the need for training and development in an organization and its impact on the organizational effectiveness. It also discusses recent developments in the field of training and development.

Keywords: *Training, Development, Learning, Organizational Effectiveness, eLearning.*

Introduction

In order to be successful for an organization its manpower must be diverse, innovative, insightful and knowledgeable. This can be ensured by running training and development practices on a regular basis in the organization. Training enables employees to learn new skills, update existing ones, improve performance, enhance productivity and develop the personality. Since organizational effectiveness is the sum total of how employees perform to achieve desired outcomes, organizations should invest an adequate amount on training and development to ensure that employees perform at their peak. Training and development idea is based on what's good for an individual, rather than moves around what's effective for an organization. Because as for training and development what is good for people is good for the organization they work; what is good for development of people is good for organizational performance, quality of service, customer satisfaction, effective management and control, and consequently profits too. Organizations which invest on training and development with this thought certainly develop people and as a result achieve their goals and grow constantly.

Meaning and Definition of Training and Development

- **Training**

Training is concerned with imparting knowledge and specific skills required in individuals to fulfill a particular purpose. It is mainly task oriented because it is designed to enhance skills of certain employees for performing a particular job. It is the process of learning a sequence of programmed behavior. In earlier practice, training activities were mainly designed for employees from operative levels like mechanics, machines operators and other kinds of skilled workers. Due to increased competition and technological advancement, employees at every level are required to learn new skills and develop themselves in order to be competitive and perform better.

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- **Development**

As against training, development is an ongoing practice designed to improve the performance of existing managers. It is more of long term or futuristic in nature as opposed to training, which focuses on the present job. Development involves preparing employees for higher responsibilities in future. It is not only a blend of various training program, rather the overall development of the competency of managerial personnel in the light of the present requirement as well as the future requirement. It incorporates education in order to teach theoretical concept and develop a sense of reasoning and judgment. "Training is an organized activity aimed at imparting information and/or instructions to improve the recipient's performance or to help him or her attain a required level of knowledge or skill." (Appiah et al, 2013).

According to Ezeuwa (2009), "Development is referred to as the use of human resources to quantitatively change man's physical and biological environments to his benefits or ever seen as involving the introduction of new ideas into the social structure and causing alterations on the patterns of the organization and social structure." "Training is a systematic way of altering behavior to prepare an employee for a job or to improve the employee's performance on the present job, and development is preparing an employee for improving the conceptual, decision making, and interpersonal skills in complex, in structured situation." (Killatt, Murdick & Schuster, 1985). "Training is the formal and systematic modification of behavior through learning which occurs as a result of education, instruction, development and planned experience. Development is improving individual performance in their present Roles and preparing them for greater responsibilities in the future." (Armstrong, 2001)

According to Fanibuyan (2001), training is the systematic process of altering the behaviour and or attitudes of employees in a direction to increase organizational goals and development as programme generally aimed at educating supervisory employees above and beyond the immediate technical requirement of the job and have a main objective of the improvement of the effective performance of all managers.

From the above stated definitions it becomes clear that training and development are vital ingredients of a firm's sound human resource policy which leads to individual growth as well as organizational effectiveness.

Rationale behind Training

According to K Aswathappa, the need for training and development arises when there is a gap between standard performance and actual performance of an employee.

Training and development need = Standard performance - Actual performance

Training is important, not only to fill the above stated gap from the point of view of the organization, but it is also essential for the employees. It offers them greater job security and an opportunity for career advancement. Further education and competence becomes necessary for those in current positions and those wishing to be promoted in the future. In general terms, the need for training arises due to following reasons:

- **Technological Advancement**

Due to rapid changes in technology certain jobs become redundant and to adopt new technology specific kind of training is needed. Newer machines are being used for automation of the processes. In order to adopt the changes, the employees must learn new techniques to put them to use for better performance. Training needs to be treated as a continuous process to update the employees because of constant development in technology.

- **Organizational Growth**

In the age of tough competition, organizations cannot survive with meager efforts. They have to be productive in order to survive and grow. Continuous improvement of the employees' skills is an essential requirement for maintaining high standards of productivity. Productivity in the present times stems from knowledge, which has to be relearned continuously.

- **Retaining Customers**

Customers are becoming more and more demanding as the competition is getting intense. They are much more informed about the innovative products entering into the market. It leads organizations to indulge themselves into putting more efforts to win customers. In order to satisfy the customers with best quality products and services, the skills required by employees to produce them demands training.

- **Motivated Workforce**

If training is imparted to employees on continual basis they feel updated and confident to fight with the challenges in their job. Such skill development leads to their career development. It reduces wastages, accidents at workplace, employee absenteeism, employee turnover that ultimately provides a stable work force. A motivated workforce delivers better performance thus excels in competitive environment.

Factors Influencing Training and Development

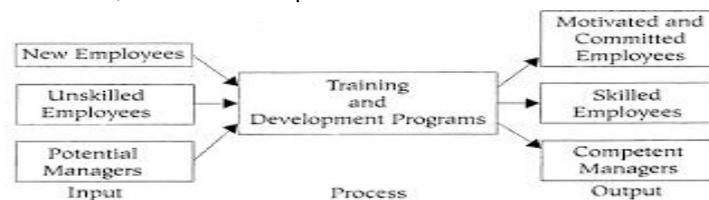
A lot of factors affect training and development strategy of an organization including internal and external environment, trainers competency, content of training, management support etc.. These are explained for a better understanding:

- Individual factors including characteristics of trainees and trainer, viz., trainees' attitude, their pace of learning, knowledge and skills of trainers etc.
- Human Resource Policy for training programs.
- Organizational factors including its surrounding and environment, managerial support as conducive environment affects training effectiveness. (Birdi 2005)
- Other factors include content of training program, schedule, resources, etc.

Systematic training through trained instructors is essential to reduce the training period. If the workers learn through trial and error, they will take a longer time and even may not be able to learn right methods of doing work.

Impact of Training on Individuals

Learners get a bundle of benefits from training and development programmes. The following diagram depicting the process of training and development clarifies that training and development results into motivated and committed, skilled and competent workforce.



(Source: miningreview.com)

Important among the impacts on individuals are as follows:

- Constant improvement in the availability, quality and skills of learners.
- Increase in the confidence and commitment of learners as it meets their learning requirements.
- Learners get the needed recognition and become responsible to face challenges which could lead to an increase in their pay and position.
- With confidence comes the feeling of personal satisfaction and achievement. This helps in their career advancement and continual growth.

Impact of Training on Organization

Impact on organizations from systematic training and development include:

- It helps in maintaining a pool of skilled manpower for the organization.
- It ensures greater commitment of the workforce.
- Improvement in job performance with its resulting increase in productivity overall.
- It enables them to deliver improved service to customers thus helps in retaining existing customers and attracting new customers.
- It reduces the need to supervise employees or subordinates thus enable supervisors to concentrate on other important responsibilities of their departments.

From the above discussion on the impact of training, it becomes quite clear that training and development is a key element in improving organization's performance together with individual performance and finally leading to organizational effectiveness. Thus, it helps in filling the gap between actual and desired performance. An organization which therefore facilitates learning, growth and development of individual employees must have training as an integral part of the organization's business strategy.

Recent Developments in Training and Development

- Substitution of Class Based Learning or traditional learning with modern ways of training including cross functional training, creativity training, diversity training, refresher training, eLearning tools like, Computer-based training (CBT), Web-Based Training (WBT) etc.
- Breakthrough developments in eLearning Technologies results a rise in the quality of interactivity from eLearning software.
- Focus on maintaining personal portfolios instead of providing grades and certificates to trainees in order to support knowledge management.
- Focus on individualized competency based learning rather than group based training because learners learn at their own pace and learn what is relevant to them.
- Development of learning communities and communities of practice to wide spread expert centric knowledge.
- Move from Large Proprietary Applications to Standardized Interchangeable Objects because these objects can be delivered quickly in a modular fashion as needed from anywhere on the information grid, and played through a “thin client” on the user’s computer.

Through modern tools of training measurement of learning becomes possible as performance of each participant can be measured with the help of various ways like score tracking, progress tracking and time tracking. That is why increasing number of organizations have been adopting these techniques.

Conclusion

Corporate training is a method through which an organization can expand the knowledge base of its employees. Through regular and worthy training, employees can be made more productive, more focused on the core competencies of their business which in turn can raise the success level to gain a competitive edge over others in the industry. Due to technological changes an organization needs to emphasize more on applying systematic approach to training and development in order to achieve higher level of organizational effectiveness. With advancement in technology and availability of easy and affordable resources organizations are now adopting more advanced and technology driven methods of learning, primarily E-learning. A blend of traditional and modern methods of training and development can produce targeted and tangible results for the business. The key is to treat it seriously and consider it a capital investment and make it results-driven.

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