



METHODS AND BENEFITS OF TRAINING AND DEVELOPMENT

Dr. B. SAMBATH KUMAR, Designation -Professor-MBA, Head -Training & Placement.
Anand Institute of Higher Technology, Kazhipattur, Chennai : samsabi73@gmail.com

ABSTRACT

Employees are a company's greatest asset because they can help to build or damage an organisation's image. Training and development are essential for improving employee performance and increasing productivity, which leads to increased organisational performance. The purpose of this study is to describe the significance of training for employees. Employees' creativity is enhanced when they receive continuous training and upskilling. Staff training and development is an unavoidable part of every modern organisational structure. Hence, organizations must consider training and development as an investment instead of just a cost. Therefore, employers must pay close attention to this critical activity and utilise all of the resources allowed within their budget for employee training programmes in order to improve the performance of the organisation as well as its workers. The study concludes with recommendation for further study on the influence of training and development on employee performance.

Keywords: Methods, Benefits, Development, Training

INTRODUCTION

An organisation's success is largely based on its workforce. In order to remain financially powerful and competitive in the market, an organisation must maintain an efficient workforce. As a result, it must be concerned with employee job satisfaction and retention (Jehanzeb & Bashir, 2013). Employees are a company's greatest asset because they can build or damage an image of the business. Employees who get adequate training tend to stay with the company for a longer period of time than those who don't and are less likely to be promoted, say experts (Elnaga & Imran, 2013). Training and development (T&D) are essential for improving employee performance and increasing productivity. Companies must consider the cost, time, and effort needed for effective T&D as an investment instead of just a cost. Training is considered effective only when it bridges a knowledge/skill gap (Sheeba & Christopher, 2020). Hence, top management must recognize the necessity of investing in training and development in order to improve employee performance (Elnaga & Imran, 2013). Therefore, the purpose of this conceptual paper is to investigate the importance of training and development to the workforce and the business organisation, as well as to make recommendations on how an organisation could improve employee performance through effective training programmes.

REVIEW OF LITERATURE

TRAINING

Employees receive training for a specific purpose and assignment. Training is provided for a specified duration. It is a technique used to improve an employee's knowledge and abilities for a specific objective (Majeed & Shakeel, 2017). Employee training is increasingly important as it deals with employee knowledge. Training improves employees' initiative and work quality, enabling them to be more committed to organisational goals and objectives (Shah & Sultan, 2015). Training is a planned process that improves a worker's skills, knowledge, and competency so that they can perform effectively on the assigned job (Elnaga & Imran, 2013). Training is a critical managerial function in every organisation since it educates and imparts skills to employees about the tasks in which they are engaged (Anitha & Ashok Kumar, 2016). Job training enhances firm outcomes by increasing the performance of sales agents who are most likely to obtain the most from the training in terms of better earnings in their existing positions. Access to job training also enhanced job



duration among these competent employees (Lyons, 2020). Besides product training, agents should undergo job training. It will assist them in understanding the actual issue. The company should focus on frequent training modules delivered via the internet and other media, which saves time and money (Islam, 2011). On-the-Job Training is a type of training in which an individual learns just by doing a job. Overall, training has an influence on organisational competitiveness, income, and performance, as well as a significant difference in employee skill level, knowledge, and efficiency (Karimi, 2019).

IMPORTANCE OF TRAINING AND DEVELOPMENT

Training and development help businesses and personnel achieve a wide range of goals, such as boosting morale, a sense of security, employee engagement, and overall competences required to do a certain job. Employees will be capable of supporting the business in attaining its competitive posture in today's competitive business environment with appropriate T&D opportunities, as well as effective employee performance evaluation techniques (Rodriguez, 2017). Training and development frequently encompass a wide range of approaches, such as role orientation, training in a range of aspects, on-the-job training, continuous training, mentoring, coaching, and forms of self-improvement (Yeshiwas, 2012). Employees who get training are better equipped to carry out their duties and obligations. They also gain new skills that will equip them to take on more responsibility in the future. Employers can help their employees enhance their skills by offering training if it meets their needs (Goyal & Verma, 2011). An employee education level, job category, and work experience are the elements that determine the advancement of employees' performance in the business organisation after training (Anitha & Ashok Kumar, 2016). Spending on job training has a significant influence on contractual employee outcomes and has the potential to minimize job turnover costs (Lyons, 2020). T&D increases employee initiative and work quality, enabling them to be more dedicated to organisational objectives and goals and, as a result, increasing employee productivity (Shah & Sultan, 2015). Various types of training that are tailored to the needs of workers can boost their motivation, which will increase their rate of retention (Karimi, 2019). The study discovered that employees are aware of training; training motivates employees; training and development leads to greater performance. According to the research, training and development of all employees should be constantly observed and companies should provide mandatory training programmes for all employees in order to enhance performance (Karim et al., 2019).

OBJECTIVE OF THE STUDY

The objective of this paper is to describe the Methods and Benefits of training and development

METHODOLOGY

This research is conceptual in nature. The research is based on secondary data gathered from books, research papers, and articles. The purpose of this study is to describe the significance of training and development to employees and organizations. This study will assist in the acquisition of useful facts or knowledge regarding training, development and mentoring for managers and staff at companies across a range of industries.

TRAINING AND DEVELOPMENT

The term training and development is used to refer to activity aimed at improving the performance of individuals and groups in organisations. (Majeed & Shakeel, 2017).

PURPOSE OF TRAINING AND DEVELOPMENT

Training is required to instil a specific skill set in employees. To enjoy the benefits of new technology, fast-changing technology need fresh technological training, such as computerization in the public sector. In addition, experienced workers are offered remedial training if their previous



experience, attitudes and behaviour patterns are unsuitable for the new organisation (Koneru & Chunduri, 2018). In order to survive and flourish, businesses and individuals must be adaptable in order to become continual learners, which would support enterprises in their efforts (Singh & Malhotra, 2018).

METHODS OF TRAINING AND DEVELOPMENT

Trainers use a variety of training approaches during the training session (Hassan et al., 2020). On-the-job training and off-the-job training are the two techniques for imparting training in workers. On-the-job training is delivered at the workplace, and participants produce products while learning. Off-the-job training takes place away from the workplace, removing the stress, aggravation, and hustle of the day-to-day employment (Surbhi S, 2015).

ON-THE-JOB TRAINING

These approaches are commonly used in the workplace when people are at work. This form aids in the development of professional skills required to manage an organisation and fully comprehend its goods and services, as well as how they are created and implemented (Methods of Training, 2019).

APPRENTICESHIP PROGRAMS: Typically, this apprenticeship period is between 2 and 5 years. The trainee gets paid less than a qualified worker during this time.

JOB INSTRUCTION TRAINING (JIT): Training helps in preparing the employees by explaining them about the job and overcoming their doubts; presenting the instruction and clearly providing essential information; having the employees try out the job to prove their understanding; and on their own, placing the trainees into the job with a selected resource person ready to provide the necessary assistance.

PLANNED PROGRESSION: It is a strategy that provides employees with a clear picture of their career path. They understand where they are and where they are going. They must understand the prerequisites for growth as well as the methods for accomplishing it.

JOB ROTATION: It entails transferring employees from one job to another on a regular basis. Job rotation is intended to enhance the expertise of managers or future managers. It also broadens their horizons. Rotating into different jobs allows trainees to learn about the various company functions.

COACHING: Effective coaching will help subordinates improve their skills and potential while also assisting them in overcoming their weaknesses.

OFF-THE-JOB TRAINING

Off-the-job training is a type of education in which employees learn more about their profession or the most recent developments in their area at a location other than their workplace. Employees benefit from this sort of training because it allows them to do their jobs more efficiently.

LECTURE: The lecture is the second oldest type of training, behind demonstration. Demonstrations were used to transmit knowledge in the early days. The lecture is most effective when trainees lack basic understanding or exhibit attitudes that contradict the training objectives. The written or video lecture is more effective since it may be examined in more depth and kept to refresh knowledge over time.

DISCUSSION METHOD: Lectures are used to provide trainees with knowledge that is supported, reinforced, and expanded upon by exchanges between trainees and trainers. The trainer transmits



knowledge to the trainees in a two-way communication. Both the instructor and trainees could ask questions.

DEMONSTRATIONS: A demonstration is a visual representation of how to accomplish something or how it works. A demonstration should, at the at least, be followed by a lecture, and sometimes by a discussion, in order to remain effective.

SEMINARS AND CONFERENCES: Managers and future managers are exposed to the ideas of specialists in their profession during conference programmes. Conference programmes can be utilized for both internal and external training. The efficacy of this training technology will be enhanced by the proper selection of subjects and instructors. Discussions may help make conferences more successful.

CASE STUDIES: Case studies seek to simulate decision-making circumstances that trainees may encounter on the job. A documented history, important elements, and a genuine or fictitious organisation or sub-unit problem are often given to the learner. Typically, a sequence of questions occurs towards the end of the case. Trainees are usually given time to absorb the knowledge on their own. If circumstances allow, they can additionally gather more essential information and incorporate it into their ideas.

VESTIBULE TRAINING: Vestibule training helps workers gain a complete feel for performing jobs without the stress of the real world. Vestibule training utilizes the same equipment that the learner will use on the job, it reduces the amount of time it takes to transfer learning to the workplace.

COMPUTER-BASED TRAINING (CBT): CBT reduces participant learning time, lowers training costs and ensures instructional consistency, according to many organisations around the world.

BEHAVIOUR MODELLING: The tendency for individuals to see others learn how to do something new is used in behaviour modelling. This method is most often used in conjunction with other procedures. Typically, the modelled conduct is filmed and then observed by the trainees.

BENEFITS OF TRAINING AND DEVELOPMENT

BENEFITS TO EMPLOYEES: A training programme provides a chance to inculcate necessary skills in personnel. As a result, every employee will be able to step in for a colleague and perform any work efficiently. When faced with adversity, the training programmes enable employees to be more self-sufficient and innovative (Employee Training and Development - Overview, Benefits and Methods, 2015). An employee who receives training on a regular basis is better able to increase his job productivity. Every employee will be well-versed in safety measures and correct procedures to follow when doing fundamental duties as a result of training programmes. A training programme also assists in the development of an employee's confidence by providing him with a greater understanding of the industry and the duties of his position (Employee Training and Development - Overview, Benefits and Methods, 2015).

BENEFITS TO ORGANISATION: Staff training and development is an unavoidable part of every modern organisational structure. Employers must pay close attention to this critical activity and utilise all of the resources allowed within their budget for such training in order to improve the performance of the organisation as well as the workers (Boadu et al., 2014). Companies can benefit from offering employee training since well-trained personnel assist improve productivity and profitability. Investing in staff training should increase retention rates, customer happiness, and product innovation. Effective training saves labour by lowering the amount of time spent on



problem-solving and saves money in the long term by generating a more productive staff. When employees perceive their organization's interest in them by providing training programmes, they will give out their best efforts to meet organisational goals and perform well on the job (Joshi & Naik, 2018).

CONCLUSION

Training and development are regarded as the primary instrument for human resource management in every business. Training and development improve employees' skills and abilities, and improve the company's efficiency and its employees' connection with the organisation. Research shows that good training should help to the growth and development of employees' competency and motivation.

SCOPE FOR FUTURE RESEARCH

The current study offers a brief summary of the literature on training and development and how it contributes to improved employee performance. Finally, it ends with recommendations for further study on the influence of training methods on employee performance using different levels of training and development.

REFERENCES

- Anitha, & Ashok Kumar. (2016). A Study on the Impact of Training on Employee Performance in Private Insurance Sector, Coimbatore District. *International Journal of Management Research & Review*, 6(8), 1079–1089.
- Boadu, F., Dwomo-Fokuo, E., Boakye, J., & Kwaning, C. (2014). Training and Development: A Tool for Employee Performance in the District Assemblies in Ghana. *International Journal of Education and Research*, 2(5), 513–522.
- Elnaga, A., & Imran, A. (2013). The Effect of Training on Employee Performance. *European Journal of Business and Management*, 5(4), 137–147.
- Employee Training and Development - Overview, Benefits and Methods. (2015). Corporate Finance Institute. <https://corporatefinanceinstitute.com/resources/careers/soft-skills/employee-training-and-development/>
- Joshi, M., & Naik, S. N. (2018). To study the Impact of Training on Employee Performance in Hotel Industry. *International Science and Technology Journal*, 7(8), 1–7.
- Karim, Md. M., Choudhury, M. M., & Latif, W. B. (2019). The Impact of Training and Development on Employees' Performance: An Analysis of Quantitative Data. *Noble International Journal of Business and Management Research*, 3(2), 25–33.
- Karimi, K. N. (2019). The Influence of Training and Development Practices on Employee Retention at Madison Insurance Company Limited, Head Office, Nairobi, Kenya Kiura Nesther Karimi [M.Sc. Thesis].
- Koneru, K., & Chunduri, H. (2018). Needs and Methods of Training and Development. *Papers.ssrn.com*. <https://ssrn.com/abstract=3109444>
- Lyons, E. (2020). The impact of job training on temporary worker performance: Field experimental evidence from insurance sales agents. *Journal of Economics & Management Strategy*, 29(1), 122–146. <https://doi.org/10.1111/jems.12333>
- Majeed, A., & Shakeel, S. (2017). Importance of Training and Development in the Workplace. *International Journal of Scientific & Engineering Research*, 8(4), 498–504.
- Methods of Training. (2019, July 12). IEduNote.com. <https://www.iedunote.com/methods-of-training>
- Rodriguez, J. (2017). The Importance of Training and Development in Employee Performance and Evaluation. *World Wide Journal of Multidisciplinary Research and Development*, 3(10), 206–



212.

- Shah, J., & Sultan, K. (2015). Training and its Impact on Productivity: A Study of Insurance Sector. *International Journal of Engineering and Management Research*, 5(3), 797–802.
- Sharma, T. (2015). Human Resource Development in LIC of India. *International Journal of Trade & Commerce-IIARTC*, 4(1), 72–78.
- Sheeba, M. J., & Christopher, P. B. (2020). Exploring the Role of Training & Development in Creating Innovative Work Behaviors and Accomplishing Non-Routine Cognitive Jobs for Organizational Effectiveness. *Journal of Critical Reviews*, 7(4), 263–267.
- Singh, T., & Malhotra, S. (2018). Study of training & development impact on employees in IT sector. *Journal of Management Research and Analysis*, 5(2), 217–222. <https://doi.org/10.18231/2394-2770.2018.0034>
- Surbhi S. (2015, October 26). Difference Between On-the-job and Off-the-job training (with Comparison Chart) - Key Differences. *Key Differences*. <https://keydifferences.com/difference-between-on-the-job-and-off-the-job-training.html>
- Vyas, P. (2013). Study on Training and Development in the Insurance Sector in India (pp. 305–318) [PGDM Dissertation].
- Krishnakumari, S., Subathra, C., & Arul, K. (2022). A descriptive study on the behavior of students in online classes during COVID-19 pandemic. In *AIP Conference Proceedings* (Vol. 2405). American Institute of Physics Inc. <https://doi.org/10.1063/5.0073115>
- Yeshiwas, S. (2012). Training and Development: The Case of Ethiopian Insurance Corporation [M.A Dissertation].