Training and Development Impact on Employee Performance and Organizational Development

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ABSTRACT

The research was intended to determine the role and impact of training on employees with emphasis on the lower, middle and high level workforce and the administrators, who were randomly selected. The study assessed the training and development process of every organization and whether training has improved employee performance and Organizational Development. When employees are trying to reach their intention it leads to organizational mission and objectives.

The excellence of Human Capital Management is an advantage to any organization and as a result Training has become an issue that has to be faced by every organization. The amount, and quality service of training and development programs carried out varies extremely from organization to organization due to some internal and external factors such as the degree of external change, for instance, new markets or new processes, the adaptability of existing workforce and importantly the extent to which the organization supports the idea of internal career development, socio-economical, cultural and technological factors. Most organizations meet their needs for training in an expected way whiles others set about identifying their training needs, then design training activities in a rational manner and finally assess the results of training. This study, therefore, sought to determine the impact of Training and Development on private organizations using Sure Minds Solutions Pvt Ltd as a case study. The research was intended to determine the role and impact of training on employees with emphasis on the lower, middle level workforce and the administrators of SMSL, who were randomly selected. The study assessed the training and development process of SMSL and whether training has improved employee performance. A questionnaire was designed using structured questions to collect primary data from employees of SMSL. Personal interviews were held with some management staff of the organization. The results indicated that SMSL’s employees were not well informed about training and development programmes in the organization. Most of the employees were of the view that training and development were effective tools for both personal and organizational success. The findings revealed that training practices, methods and activities at SMSL are not in line with the best practices regarding the planned and systematic nature of the training process as is generally known. It was recommended among other things, that the processes involved in training be duly followed, SMSL should help its staff identify their career paths and to guide them in the pursuit of higher education.

Keywords-- Training, SMSL, Employee Growth

I. INTRODUCTION

Human resource has become strategic resource to gain sustainable competitive advantages in this age of globalization. Human capital is the differentiator between a good company and a great company. Human resource is the very important and the backbone of every organization and it is also the main Resource of the organization. Human capital is the differentiator between a good company and a great company. One significant function of Human Resource Management to the effective use of human resources is training and development. Effective training and development is an investment in the human resources of an organization, with both immediate and long-range returns. Training is a key element for improved performance; it can enlarge the level of individual and organizational competency. Training holds the key to unlock the potential growth and development opportunities to achieve a competitive edge. Training programs helps in making acquaintance of employees with more advance technology and attaining robust competencies and skills in order to handle the functions and basics of newly introduced technical equipment. Training facilitates the updating of skills and lead to increase commitment, well – being, and sense of belonging, thus directly strengthening the organization’s competitiveness (Acton and Golden, 2002; Karia and Ah-mad, 2000; Karia, 1999). Training has the distinct role in the achievement of an organizational goal by incorporating the interests of organization and the
workforce (Stone R J. Human Resource Management, 2002). There is no doubt that training is important in all aspect for an organization. Training has traditionally been defined as the process by which individuals change their skills, knowledge, attitudes, and/or behavior (Robbins and DeCenzo, 1998). The primary role of training is to improve the employees’ skill for current and future duties and responsibilities. Training helps them to change with aspects like technology and competition (Dessler 2000). Now a day’s training is the most important factor in the business world because training increases the efficiency and the effectiveness of both employees and the organization. Training is important to enhance the capabilities of employees. Recent researches reveal that training enables most organizations meet their goals and objectives. In doing so employees are able to learn new work concepts, refresh their skills, improve their work attitude and boost productivity (Cole 2002). On the one hand, most of the employees need training to per-form their job duties or at least to increase the quality and quantity of their work; on the other hand, skilled and efficient manpower is the most important success factor in achieving the goal of organizations.

Definition of Training and Development

Definition of Training & Development: Improve performance. “Training & Development is any attempt to improve current or future employee performance by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing his or her skills and knowledge.”

Training and Development is a subsystem of an organization which emphasize on the improvement of the performance of individuals and groups.

Training is an educational process which involves the sharpening of skills, concepts, changing of attitude and gaining more knowledge to enhance the performance of the employees.

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 ads 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.

Organizational Development

Organizational Development is a process that “strives to build the capacity to achieve and sustain a new desired state that benefits the organization or community and the world around them.” (From the Organizational Development Network website).

II. LITERATURE REVIEW

According to the Michel Armstrong, “Training is systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job”. (Source: A Handbook of Human Resource Management Practice, Kogan Page, 8th Ed., 2001)


The term ‘training’ indicates the process involved in improving the aptitudes, skills and abilities of the employees to perform specific jobs. Training helps in updating old talents and developing new ones. ‘Successful candidates placed on the jobs need training to perform their duties effectively’. (Source: Aswathappa, K. Human resource and Personnel Management, New Delhi: Tata McGraw-Hill Publishing Company Limited, 2000, p.189)

The principal objective of training is to make sure the availability of a skilled and willing workforce to the organization. In addition to that, there are four other objectives: Individual, Organizational, Functional, and Social.

Importance of Training and Development

- Optimum utilization of Human resources
- Development of skills
- To increase the productivity
- To provide the zeal of team spirit
- For improvement of organization culture
- To improve quality, safety
- To increase profitability
- Improve the morale and corporate image

Objectives

- To prepare the employees both new and old to meet the present as well as the changing requirements of the job and the organization.
- To prevent obsolescence.
- To impart the basic knowledge and skill in the new entrants that they need for an intelligent performance of a definite job.
- To prepare the employees for higher level tasks.
- To assist the employees to function more effectively in their present positions by exposing them to the latest concepts, information and techniques and developing the skills they will need in their particular fields.
- To build up a second line of competent officers and prepare them to occupy more responsible positions.
- To ensure smooth and efficient working of the departments.
- To ensure economical output of required quality.
III. 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 programs needs.
b. Designing the training and development programs.
c. Implementation of the training program.
d. Evaluation of the training program.


IV. OPINIONS OF DIFFERENT AUTHORS REGARDING TRAINING & DEVELOPMENT

Oatey (1970) Training improves a person’s skill at a task. Training helps in socially, intellectually and mentally developing an employee, which is very essential in facilitating not only the level of productivity but also the development of personnel in any organization.

Yoder (1970) Training and development in today’s employment setting is far more appropriate than training alone since human resources can exert their full potentials only when the learning process goes for beyond the simple routine.

Hesseling (1971) Training is a sequence of experiences or opportunities designed to modify behavior in order to attain a stated objective.

Kane (1986) if the training and development function is to be effective in the future, it will need to move beyond its concern with techniques and traditional roles. He describes the strategic approaches that the organization can take to training and development, and suggests that the choice of approach should be based on an analysis of the organization’s needs, management and staff attitudes and beliefs, and the level of resources that can be committed. This more strategic view-point should be of use in assessing current efforts as well as when planning for the future.

Raymond (1986) the influences of trainees’ characteristics on training effectiveness have focused on the level of ability necessary to learn program content. Motivational and environmental influences of training effectiveness have received little attention. This analysis integrates important motivational and situational factors from organizational behavior theory and research into a model which describes how trainees’ attributes and attitudes may influence the effectiveness of training.

Adeniyi (1995) Staff training and development is a work activity that can make a very significant contribution to the overall effectiveness and profitability of an organization.

Chris (1996) Training and development aim at developing competences such as technical, human, conceptual and managerial for the furtherance of individual and organization growth.

Seyler, Holton III, Bates, Burnett and Carvalho (1998) the continuous changing scenario of business world, training is an effective measure used by employers to supplement employees’ knowledge, skills and behavior.
Akinpeju (1999) the process of training and development is a continuous one. The need to perform one’s job efficiently and the need to know how to lead others are sufficient reasons for training and development and the desire to meet organizations objectives of higher productivity, makes it absolutely compulsory.

Oribabor (2000) Training and development aim at developing competencies such as technical, human, conceptual and managerial for the furtherance of individual and organization growth.

Isyaku (2000) the process of training and development is a continuous one. It is an avenue to acquire more and new knowledge and develop further the skills and techniques to function effectively.

Tan, Hall and Boyce (2003) Companies are making huge investment on training programmes to prepare them for future needs. The researchers and practitioners have constantly emphasized on the importance of training due to its role and investment.

Stavrou et al., (2004) The main goal of training is to provide, obtain and improve the necessary skills in order to help organizations achieve their goals and create competitive advantage by adding value to their key resources – i.e. managers.

Chih, Li and Lee (2008) Training programme is dependent on the following parameters for its success (i) perceived value of leaning programme (ii) attitude to teacher (iii) response to learning conditions (iv) desire to learn: the degree to which trainees really want to learn and do well.

Giangreco, Sebastiano, and Peccei (2009), the key determinants of overall satisfaction with training (OST) are perceived training efficiency (PTE) and Perceived usefulness of training (PUT).

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.

Kalaiselvan and Naachimuthu (2011) Training cost and business benefits are drawn on X and Y axis respectively. Four quadrants were identified to highlight (i) strategic (Lower training cost and higher business benefits), (ii) Payback (Higher training cost and higher business benefits) (iii) Think (Lower training cost and lower business benefits) (iv)Drop (Higher training cost and higher business benefits).

Karthik R (2012) Training objectives tell the trainee that what is expected out of him at the end of the training program. Training objectives are of great significance from a number of stakeholder perspectives; Trainer, trainee, designer, evaluator.

Another study on “Bridging cross-cultural issues in the globalised world: a case for training” by Singh, Anita (2012) implies that it is almost a Cliché to research on cross-cultural issues in the organizational context. Since early nineties, with the opening up of markets, liberalization policies in many countries and globalization, there has been an explosion in the amount of research on this subject. This is a conceptual paper which proposes a model which could be used by managers and trainers in organizations as a framework for designing cross-cultural training programmes. To this end, the research first attempts to define culture and why cultures differ; second, identify the key cross cultural issues in the present globalised world; and finally, proposes ways to overcome the issues involving misunderstandings and contrary views resulting from multicultural differences. The paper highlights its implications for trainers, team leaders of multicultural teams, project managers, in effect, all managers in an organization’s national and global operations. It concludes that managers should no longer consider cross-cultural issues as a problem, rather as opportunities leveraging them to encourage creativity, innovation, peace, harmony and cultural synergy in their organization.

“Training programmes: evaluation of trainees’ expectations and experience” by Chimote, Niraj Kishore (2012), the main purpose of this study is to find out how a training programme can be evaluated from the perspective of trainee employees to test its effectiveness. The literature review highlighted that the effectiveness of a training programme can be fairly measured by comparing the pre-training expectations and knowledge of trainees with their post-training experience. This study examines the effectiveness of a training programme offered to 108 trainees of a leading private sector bank. The study intended to test whether the efficacy gap is influenced by the age, gender and education of the trainees. The chi-squared test revealed that the demographic variables are independent of the efficacy gap. A paired sample t-test was conducted and it has been concluded that the trainees did not find the programme effective. The factor analysis indicates that the grouping of the variables into factors fairly matches with the four levels of Kirkpatrick’s model of training evaluation with certain exceptions. Finally, a multiple regression analysis was conducted which revealed that the factors extracted in factor analysis are significant in explaining training effectiveness.

V. METHODOLOGY

Hypothesis

Development of hypothesis is very important because its acceptance or rejection shows the significance of study.

H0: There is no relation between Training and employees’ performance & Organizational Growth
The objectives of this study are to:
- Identify the major purposes of training and development, as well as the key internal and external influences on training.
- Find out the training and development policies in operation at SMSL.
- Outline and explain the training and development policies and processes including the assessment of training needs.
- Find out whether training and development schemes have positive effects on the performance of workers and productivity at SMSL.

Research Questions
- What are the major purposes of training and development practices and processes including the assessment of training needs?
- How did the training and development practice develop in SMSL?
- What are the training and development policies and practices in SMSL?
- Does training and development have positive effect on worker performance and productivity at SMSL?

Purpose of the study
The main purpose of this study was to investigate the impact of training and development on Employee Performance and Productivity in United Banks Limited (UBL)

Research Objectives
- To identify perceptions of the employees on how training and development proved to be beneficial to them;
- To identify employees’ competency levels as enhanced by the training and development implemented;
- To examine how training and development contribute to the individual performance and productivity;

Significance of the study
It is predictable that the study will inform the Management of SMSL and other organizations that to increase productivity, there is the need to have and retain well trained and motivated employees. It is also to help develop and maintain a quality work life, which will provide an opportunity for employees’ job satisfaction and self-actualization. Finally, it is to aid management of SMSL to introduce modern schemes for training and development, to be able to meet the challenges of change in the future.

Scope of the study
The study is limited as it looks at the role and impact that training and development policies and activities have played in the last ten years of SMSL’s life using their different clients like Amazon, Reliance, Airtel, Google, IBM, etc as the focal point between the years 2006 to 2016. These clients constitute an important...
location of SMSL and hold a large population of employees. Accordingly the analysis and conclusions will be based on this time period.

**Limitations**

Problems such as the swearing of an oath of secrecy and indifference on the part of interviewees and respondents were limitations to the study as some of the employees felt uncomfortable and others were simply not bothered. The absence or inaccessibility of reliable records and reports on sure minds solutions activities within the past ten years also limited the research investigation. The unwillingness of Management to make known strategic information in the name of confidentiality is a limitation to the study.

**Organization of the study**

The study is organized into five chapters. Chapter one introduces the study by giving the background information on the research problem, main and specific objectives. The chapter further outlines the research questions, significance, scope, limitations as well as the organization of the study. Chapter two deals with the review of relevant literature on the research problems and concepts with specific reference to how it applies to sure mind solutions. Chapter three discusses the research methodology adopted for the study and relevant justifications. It outlines the methodology for carrying out the secondary and primary data collections and how results were analyzed. Chapter four presents the findings on the practices and impact of training and development in sure minds solutions. It will also lay out the researcher’s analysis on the organization’s responses to the impact and role of such training on its employees in terms of performance and productivity. Chapter five gives the conclusions drawn from the research findings and recommendations to enhance organizational effectiveness through training, and to ensure a stable and committed human resource.

## VI. DATA ANALYSIS AND INTERPRETATION

1. What kind of Training programs are helping you to learn and improve your skills.

<table>
<thead>
<tr>
<th>S.NO</th>
<th>Opinion</th>
<th>No. of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>On-the-Job</td>
<td>85</td>
<td>60.71</td>
</tr>
<tr>
<td>2</td>
<td>Off-the-Job</td>
<td>20</td>
<td>14.29</td>
</tr>
<tr>
<td>3</td>
<td>Both</td>
<td>30</td>
<td>21.43</td>
</tr>
<tr>
<td>4</td>
<td>None of the above</td>
<td>5</td>
<td>3.57</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>140</td>
<td>100</td>
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</tbody>
</table>

**Training Methods**

- On-the-Job
- Off-the-Job
- Both
- None of the above

**Data analysis and Interpretation:**

From the above table it is observed that 60.71 percent of the respondents are responded that On-the-Job training will help to learn and improve your skills, 14.29 percent of the respondents are Off-the-Job training will help to learn and improve your skills, 21.43 percent of the respondents are says that both will help to learn and improve your skills and 3.57 respondents are responded None of the above will help. It says that maximum respondents are agreed that On-the-Job training methods are good to learn and improve the skills and some of the people are saying that both on-the-job and off-the-job training methods are need to learn and improve the skills. While giving on-the-job training it helps the people real time experience and knowledge so that’s the main reason maximum respondents are accepted that.
2. Do you agree that Training and Development Programs are necessary for Employee Growth and Development of Organization Culture?
   A. Yes                 B. No

<table>
<thead>
<tr>
<th>S.No</th>
<th>Opinion</th>
<th>No. of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Yes</td>
<td>130</td>
<td>92.86</td>
</tr>
<tr>
<td>2</td>
<td>No</td>
<td>10</td>
<td>7.14</td>
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<tr>
<td>3</td>
<td>Total</td>
<td>140</td>
<td>100</td>
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</table>

Data Analysis and Interpretation

From the above table it is observed that 92.86 percent of the respondents are agreed and 7.14 percent of the respondents are disagreed that training and development programs are necessary for employee growth and development of organization culture. Maximum employees are says that training and development programs are helps to enhance the skills and knowledge. So, employees will make a learn and know how to perform in the organization for their personal growth and organizational growth. Maximum employees are accepted that training and development programs are increases the knowledge and skills.

3. Do you satisfy with the present implementing Training Programs in the current Organization?
   A. Yes                 B. No                 C. Some extend its good    D. Some extend not good

<table>
<thead>
<tr>
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<th>No. of Respondents</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Yes</td>
<td>75</td>
<td>53.57</td>
</tr>
<tr>
<td>2</td>
<td>No</td>
<td>20</td>
<td>14.29</td>
</tr>
<tr>
<td>3</td>
<td>Some extend its good</td>
<td>40</td>
<td>28.57</td>
</tr>
<tr>
<td>4</td>
<td>Some extend not good</td>
<td>05</td>
<td>03.57</td>
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<td></td>
<td>Total</td>
<td>140</td>
<td>100</td>
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</table>

Data Analysis and Interpretation

From the above table it is observed that 53.57 percent are accepted and 14.29 percent are not accepted that employee satisfaction with the present implementing Training programs in the current organization. And 28.57 percent respondents are says that some extend its good. And 3.57 percent respondents are says that some extend not good of employee satisfaction with the present implementing Training programs in the current organization. Most of employees are satisfies the present
implementation programs in the organization. Because implementing training programs, employees will learn the new technologies and skills by implementing training programs.

4. Where is the impact of the training program on the levels of the employees in an organization?
   A. Low level  
   B. Middle level  
   C. Higher level  
   D. A&B

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<tr>
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<th>No. of Respondents</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>1</td>
<td>Low Level</td>
<td>45</td>
<td>32.14</td>
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<tr>
<td>2</td>
<td>Middle Level</td>
<td>25</td>
<td>17.86</td>
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<tr>
<td>3</td>
<td>High Level</td>
<td>25</td>
<td>17.86</td>
</tr>
<tr>
<td>4</td>
<td>Low &amp; Middle Level</td>
<td>45</td>
<td>32.14</td>
</tr>
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<td></td>
<td>Total</td>
<td>140</td>
<td>100</td>
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</table>

**Data Analysis and Interpretation**

From the above table it is observed that 32.14 percent of respondents are agreed that Training and Development programs are more impacted to low level employees, 17.86 percent of the respondents are accepted that Training impact only on Middle level middle, 17.86 percent of respondents are agreed that the impact of Training program on higher level employees and 32.14 percent of the respondents are agreed that impact of the training program is good on the both level of employees in an organization. It means that maximum the training program impact on both Low level and Middle level management.

5. The impact of Training programs on the Performance of employee in an organization.
   A. Poor  
   B. Good  
   C. Average  
   D. Excellent

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</thead>
<tbody>
<tr>
<td>1</td>
<td>Poor</td>
<td>10</td>
<td>7.14</td>
</tr>
<tr>
<td>2</td>
<td>Good</td>
<td>15</td>
<td>10.71</td>
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<tr>
<td>3</td>
<td>Average</td>
<td>10</td>
<td>7.14</td>
</tr>
<tr>
<td>4</td>
<td>Excellent</td>
<td>105</td>
<td>75</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>140</td>
<td>100</td>
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</tbody>
</table>
Data Analysis and Interpretation

From the above table it is observed that 75 percent of the respondents are agreed that impact of Training programs on the Performance of employee in an organization is excellent, 10.71 percent of the respondents are accepted that impact of Training programs on the Performance of employee in an organization is good, 7.14 percent of the respondents said that the impact of training programs are poor and average on the Performance of employee in an organization. That means the impacts of the training programs are more important for every organization to develop their performance.

6. Are you happy with present training and development policies and processes including the assessment of training needs.
   A. Yes    B. No

<table>
<thead>
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<td>7.14</td>
</tr>
</tbody>
</table>

Training and development policies and processes

Data Analysis and Interpretation

From the above data it is observed that 92.86 percent of the respondents are says that they are happy with present training and development policies and processes including the assessment of training needs and 7.14 percent employee says that they are not happy with the present training and development policies and processes including the assessment and training needs. Proper training policies, rules, procedures are regulations.

VII. FINDING

- There is a healthy relationship between the peers, subordinates, superiors.
- In this organization, maximum no. of employees is agreed with the management considering their ideas and suggestions on some occasions only.
- In this organization Training programs will help the employees in achieving both individual goals and organizational goals.
- Maximum no. of employees is satisfied with the Training and Development program conducted by Sure Minds Solutions Ltd.
- Employers are gained knowledge at work place after attending this Training program.
- For new joiners in organization training method are conducted like coaching and besides orientation programs.
- Training will be very useful to employees in their present job.
- Training program helps employees to take new challenges in their present job.
- Most of the employees are using new skills in their present job.

VIII. SUGGESTIONS

Sure Minds Solutions Ltd should conduct more and more training programs related to the functional competencies of employees.

Sure Minds Solutions Ltd should ensure that whenever they take feedback from employees their suggestions are taken into consideration and implemented as soon as possible this will make employees to give honest and appreciate feedback.

Sure Minds Solutions Ltd in this regard should conduct a forum for feedback so that real time information is available with respect to training needs of the employees.

Aim of any Sure Minds Solutions Ltd is to be ensure that all employees apply techniques learnt in training program on the job hence at each level skill base training should be given.

The need is for the management to bring the most efficient trainers to the training programs. Trainers can be selected on basic of their rating in the corporate world.

Here the management has to improve the quality of Training programmers in Sure Minds Solutions Ltd a quality based approaches can be used.

While evaluating the Training programmers the feedback will be collected each and every day in Training
period. And also, the feedback form can be distributed to the employees every day in the lunch break.

IX. CONCLUSION

According to the training program employees to take new roles in the organization with the help of training program employees will increase their productivity. After this Training program, they are doing their job more confidently. Once training program implementing properly we can manage the Development activities in any organization smoothly. For every organization and employee development Training and Development activities are key role.

Training program brought positive impact on employee behavior.

Training and development programs play a vital role in every organization. These programs improve Employee Performance at workplace, it updates Employee Knowledge and enhances their personal Skills and it helps in avoiding Managerial Obsolescence. With the use of these programs, it is easier for the management to evaluate the job performance and accordingly take decisions like employee Promotion, rewards, compensations, welfare facilities, etc. These training programs also help the managers in succession planning, employee retention and motivation. It creates Efficient and Effective employees in the Organization. The need for training & development is determined by the employee’s performance deficiency, computed as follows:

Training enhances the overall performance of an organization in various ways. The major areas where employees are normally trained in an organization are Soft- skill Development, Personality Development, Interpersonal Relationship, Problem solving techniques, Managerial and Supervisory Training Program, quality improvement programs, technical processes, quality circle programs, Time management skills, employee efficiency development programs, violence prevention programs, regulatory compliances, goal setting and implementation of programs, workplace safety management, workplace communication, and so on. Training enables the employees to develop their skills within the organization and hence naturally helps to increase the organization’s market value, earning power of the employees and job security of the employees. Training modules the employee’s attitude and helps them to achieve a better cooperation within the organization. Training and Development programs improve the quality of work-life by creating an employee supportive workplace.

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