

THE ROLE OF TRAINING AND DEVELOPMENT IN ENHANCING EMPLOYEE’S PERFORMANCE.

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ABSTRACT

Training and development are important parts of human resource management. They help improve the knowledge, skills, and abilities of employees in an organization. In modern organizations, structured training programs are used to improve employee performance and increase productivity. Many organizations around the world realized the importance of continuous employee development for achieving organizational goals and maintaining competitiveness. This study examines the role of training and development in improving employee performance and overall organizational effectiveness. The paper reviews existing literature and explains the concepts, methods, and impact of training programs. The study also highlights the strategic importance of training and development for organizations.

Keywords: Training, Development, Employee Performance, Human Resource Management, Productivity, Skill Development.

INTRODUCTION

Human resources are considered the most valuable assets of any organization. The success of an organization largely depends on the skills, efficiency, and motivation of its employees. Therefore, training and development play an important role in improving employee capabilities.

Training is a systematic process through which employees gain specific knowledge and skills needed to perform their jobs effectively. Development focuses on the long-term growth of employees and prepares them for future responsibilities and leadership roles.

During the academic year 2010–2011, organizations faced rapid technological changes and increasing competition. As a result, many organizations began focusing more on employee training and development. These programs helped employees improve their skills, adapt to new technologies, and increase job satisfaction. This paper discusses the importance of training and development in improving employee performance during this period.

OBJECTIVES

The objectives of this study are:

1. To explain the concepts of training and development in organizations.
2. To examine the importance of training and development for organizations.
3. To analyse the impact of training programs on employee performance.
4. To identify the benefits of training and development for organizations.

RESEARCH METHODOLOGY

This study is conceptual and descriptive in nature. It is based on secondary data collected from various sources such as textbooks, academic journals, research papers, and reports related to human resource management practices during the study period.

The descriptive method is used to analyse the relationship between training, development, and employee performance.

CONCEPT OF TRAINING AND DEVELOPMENT

Training and development were considered essential functions of human resource management. Organizations recognized that improving employee knowledge, skills, and abilities was necessary to enhance productivity and overall organizational performance.

Training refers to a systematic process through which employees learn the specific skills, knowledge, and techniques required to perform their present job effectively. It focuses on improving the efficiency and performance of employees by providing practical guidance, instruction, and practice related to their job duties. Training is usually short-term and focused on current job requirements. Development, on the other hand, is a broader and long-term process that aims at the overall growth of employees. It focuses on preparing employees for future responsibilities and higher positions within the organization by improving their managerial abilities, leadership qualities, and decision-making skills. In simple terms, training focuses on improving performance in the present job, while development prepares employees for future roles.

Organizations widely used both training and development programs to improve employee competence and adapt to changing business environments. These programs helped employees increase their productivity, improve work quality, and contribute more effectively to organizational goals. Thus, training and development were viewed as important tools for both employee advancement and organizational success.

Methods of Training

Organizations use different methods to train employees. These methods are usually divided into two main categories-

1. On-the-Job Training Methods

These methods were conducted at the workplace while employees performed their actual jobs.

1. Job Instruction Training (JIT) – Employees were given step-by-step instructions by supervisors to perform specific tasks correctly.
2. Apprenticeship Training – Common in technical fields like engineering, manufacturing, and crafts where trainees learned under experienced workers for a specific period.
3. Job Rotation – Employees were moved from one job or department to another to develop multiple skills and broader knowledge.
4. Coaching – Supervisors guided employees personally to improve their performance.
5. Mentoring – Experienced employees provided advice, guidance, and support to junior employees.

2. Off-the-Job Training Methods

These methods were conducted outside the workplace or away from regular job duties.

1. Classroom Lectures – Trainers or experts delivered theoretical knowledge about job skills, management concepts, or organizational policies.
2. Workshops - Organizations primarily relied on traditional training methods like job rotation, coaching, lectures, and case studies, while technology-based training such as e-learning and Computer-based training started gaining popularity to enhance employee performance. Technology-based training methods were increasingly adopted by IT companies, banks, and multinational organizations in India. Organizations choose training methods based on the nature of the job, training objectives, and available resources.

Impact of Training on Employee Performance

Training has a direct and positive impact on employee performance. It improves employees' knowledge, skills, confidence, and ability to perform their job effectively. When employees receive proper training, they understand their responsibilities better and can complete tasks more efficiently.

1. Improves Knowledge and Skills

Training provides employees with the necessary knowledge and technical skills required for their job. This helps them perform their tasks more accurately and efficiently.

2. Increases Productivity

Trained employees can complete their work faster and with better quality. This leads to higher productivity and better organizational performance.

3. Reduces Errors and Mistakes

When employees understand the correct procedures through training, they make fewer mistakes. This reduces wastage, rework, and operational problems.

4. Builds Employee Confidence

Training increases employees' confidence in their abilities. Confident employees are more willing to take responsibility and perform their work effectively.

5. Improves Adaptability to Change

Training helps employees learn new technologies, systems, and work methods. This allows them to adapt easily to organizational and technological changes.

6. Enhances Job Satisfaction and Motivation

Job rotation practices have a positive effect on employee motivation. By decreasing monotony, increasing knowledge and skills, and preparing employees for management, rotation programs made work more engaging, which in turn boosted performance.

Employees feel valued when organizations invest in their training and development. This increases job satisfaction, motivation, and commitment to the organization.

7. Promotes Teamwork and Communication

Training programs often involve group activities and discussions. These activities improve communication skills and teamwork among employees.

FINDINGS

The major findings of the study are as follows:

1. Training and development programs significantly enhance employees' knowledge, skills, and competencies.
2. Effective training programs contribute to increased employee productivity and improved work efficiency.
3. Training and development enable organizations to adapt successfully to technological advancements and organizational changes.
4. Employee development programs positively influence employee morale, motivation, and job satisfaction.
5. Organizations that invest in employee training and development achieve better long-term organizational performance and growth.

6. Training and development programs help strengthen employees' commitment and loyalty towards the organization.

CONCLUSION

Training and development have a significant positive impact on employee performance. They help employees gain the knowledge and skills required to perform their jobs effectively. Through training, employees develop a clearer understanding of their roles and responsibilities, which increases their confidence and efficiency in completing tasks.

Training also enhances important abilities such as problem-solving and decision-making. Development programs further improve teamwork, communication, and cooperation among employees. As a result, organizations benefit from higher productivity, improved quality of work, and greater employee satisfaction.

Methods such as job rotation and structured on-the-job training were widely used to enhance employee performance. These methods helped employees acquire a variety of skills and increased their motivation. However, the success of such programs largely depended on how well training was planned, structured, and implemented.

Overall, regular training and development programs are essential for employee growth as well as for achieving organizational success.

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