

Training and Development Program and Its Benefits to Employee and Organization

Jagtap Anju Parashram

S. N. D. College of Engineering and Research Centre, Babhulgaon, Yeola, Maharashtra, India

Abstract: *The purpose of this paper is to conceptual study established on the employee training and development and its benefits. Training and development, on the job Training, Training design and Delivery Style important aspects are in Four of the most organizational studies. This paper will inspect the structure and elements program What are of employee training and development and later the study presents the outcomes for positive employee training and organizations. "Training and development in organizations" provides of training payroll saving and more. employee development program is growing models for measuring the benefits in terms of increased output, For the organizations receive an Importance of those pursuing to advantage among competitors. The study described here is vigilant assessment of literature of on fundamental employee development program benefits to organizations and its and employees.*

Keywords: Training benefits, Training design, Organisational performance, Training and development Training component

1. Background

In 1970s, the efforts of career planning and development were mainly dedicated on young employees those demonstrate to have a high potential. It has been suggested for the organizations to make plan for future and provide training and development to their fresh employees for the high-ranking positions in future (Moses 1999). However, the career path model develops very well through the conservative commitment which employees would offer to their organization. This commitment can be described as emotional agreement by which employers are commonly guaranteed the loyalty for long term commitment with organization in result of providing employees work safety, chances for advancement in career, and training opportunities (Feldman 2000). The proficiency to acquire on the commitment promptly on the top of organizations reduced during 1980s when organizations were trying to moving a flat hierarchy where fewer opportunities for promotion. In 1950s a particular number of organizations adopted the similar way to train their employees. However, in 1950s Crotonville Management Development Institute has developed by General Electric (Gerbman 2000). In start of 1960 MacDonald also followed this trend and start Hamburger University for the training of their employees. Therefore, currently maximum number of organizations. emphasized on the training and development of the employees.

2. Introduction

In every sector the accomplishment of any organization is tremendously relay on its employees. However, there are different other aspects that perform a major part, an organization need to ensure efficient employees in line with financially dominant and competitive in the market. Therefore, to sustain this valuable human resource, organizations required to be conscious about the job satisfaction and retention of employees. Training and development have become essential functions in human resource management. As organizations navigate evolving technologies, competitive markets, and

changing workforce expectations, the need for continuous skill enhancement has grown significantly. Training focuses on improving current job performance, whereas development prepares employees for future roles and responsibilities.

There is momentous discussion between scholars and professionals that training and development program has effective impact on objectives of employee and organizations. Some of the scholars suggest that training opportunities increase in high employee turnover whereas the other claimed that training is an instrument which is beneficial for employee retention (Colarelli and Monte 1996, Becker 1993) Irrespective of all discussion, most of writers agree that employee training is a complicated human resource practice that can expressively influence on the accomplishment of the organizations. Furthermore, organizations struggling to get success in the worldwide economy, trying to differentiate on the basis of abilities, information, and enthusiasm of their workforce. Reference to a current report prepared by American Society for Training and Development, organizations are spending more than \$126 billion yearly on employee training and development (Paradise 2007). Training is an organized method of learning and development which expand the efficiency of individual, group, and the organization (Goldstein and Ford 2002) Development mentions the accomplishments leading to gaining of new abilities and skills for personal growth of employees. Furthermore, it is usually challenging to determine whether a precise exploration study reports to training, development, or both. In the rest of all this assessment, we used the term "training" to mention training and development.

3. Objectives of the Study

- To understand the concept and significance of training and development programs.
- To analyze the benefits of these programs for employees.
- To evaluate how organizations gain from investing in employee development.

Volume 14 Issue 11, November 2025

Fully Refereed | Open Access | Double Blind Peer Reviewed Journal

www.ijsr.net

- To identify challenges faced during implementation.

4.Literature Review

Internationally different companies provide training and development program to their employees for the improvement of their skills and abilities. In the start of 90s Sears Credit initiated a key rearrangement and retorted. with a career-development programs. This program was developed for employee in order to line up their skills with changing jobs and also ensured that program was adding value for the growth of their organization. Companies also think that they were not allocating career opportunities to their employees with acquaintances and abilities to get benefit from these opportunities (O'Herron and Simonsen 1995). JC Penny, countrywide wholesale departmental store, developed a virtual university to support the employees to get abilities and skills as required by their jobs (Garger 1999). Tires Plus, tire retailer based on Minnesota, established Tires Plus University to its employees to increase recruitment, retain employees of the store, and fill up the key positions and augments whole improvement of the employees. U.S. Tsubaki, Illinois, established UST University to provide and calculate training and organizational development programs that fulfil the organizational and individual needs of the organizations (Callahan 2000) All over the world different companies are providing different programs for the betterment and skill improvement of their employees which are based on same logic.

Mel Kleiman (2000) described that the essentials parts of a worthy employee training program are constructed on orientation, management skills, and operation skills of employees These theories are the groundwork of any employee development program. Janet Kottke (1999) described that employee development programs must be comprises with core proficiencies, appropriate structure through which organizations develop their businesses at corporate level The basic function of the theory is to gain knowledge, cooperation, inventive thinking and resolving problem (Kottke 1999). Fundamental goals of several employee development programs are to deliver the mission of the organization and support workers to learn the culture of the organization (Gerbman 2000). These objectives provide help to the strategic goals of business by facilitating learning chances and support organizational culture (Kottke 1999). The requirements for technical training program for employees raised their job satisfaction and help to understand the culture of organization, which lead to the success of the organization. We must take care about these elements that employee should be updated with the present knowledge of the job. Employee will be more productive, if companies provide them training as per the requirement of the job.

In the fast pace changing world of business and environmental uncertainty, organizations realize dealing with new challenges (Tai, 2006). However, they further state that the firms should invest to make their employees competent enough to face uncertainties and take effective decision in time, in order to remain competitive in the

market. Effective training is beneficial for the firm in variety of ways, such as, it plays a vital role in building and maintaining capabilities, both on individual and organizational level, and thus participates in the process of organizational change (Valle et al., 2000). Moreover, it enhances the retention capacity of talented workforce, hence decreasing the unintentional job rotation of the workers (Jones and Wright, 1992, Shaw et al. 1998). Furthermore, it indicates the firm's long-term commitment towards its workers and increases the employee's motivational level (Pfeffer 1994) All these contributions lead to a achieving competitive advantage (Youndt et al., 1996) and to an enhancement in employee performance and organizational productivity (Bartel, 1994, Knoke and Kalleberg, 1994; Huselid, 1995, Delery and Doty, 1996)

Today most of the organizations have built up different programs for the training and development of their employees. Usually, companies offered tuition reimbursement package to their employees so that they can improve their knowledge and education. It has been found by the Corporate University that almost 10 percent of employees are entitled for this benefit (Rosenwald 2000). Furthermore, only senior management and those employees who are at top level are entitled for tuition reimbursement (Rosenwald 2000). As a result, thereof, many organizations conduct in-house training programs for their employees that are more beneficial and cheaper. Training section of the organizations attempts to concentrate on particular job proficiency whereas the corporate department is proactive with an additional strategic approach. Training and development program is a planned education component and with exceptional method for sharing the culture of the organization, which moves from one job skills to understand the workplace skill, developing leadership, innovative thinking and problem resolving (Meister, 1998). Employee development programs include a variety of teaching technique, schedule, and helping learning environment that ensure employee to improve their skills and later apply on their jobs (Gerbamn 2000).

Components of a Training and Development Program:

1. Training Needs Assessment (TNA)

Identifies gaps between current and required employee performance. Conducted through surveys, interviews, job analysis, performance appraisals.

2. Goal and Objective Setting

Defines what the training aims to achieve. Objectives are SMART (Specific, Measurable, Achievable, Relevant, Time-bound).

3. Training Program Design

Selection of content, methods, materials, trainers, and duration. Aligns learning outcomes with organizational goals.

4. Training Methods and Techniques Includes:

On-the-job training

Classroom / Instructor-led training E-learning

Workshops & seminars Simulations and role play
Coaching and mentoring

5. Training Materials and Resources

Manuals, handouts, presentations, videos, digital modules. Infrastructure such as training rooms, equipment, and technology.

6. Trainer Selection

Internal or external trainers based on expertise.

Ensures trainers understand organizational culture and goals.

7. Training Delivery

Actual implementation of the training plan.

Involves engaging participants, managing sessions, and facilitating learning.

8. Employee Participation and Engagement

Ensures active involvement through discussions, activities, and practice opportunities. Helps improve learning retention.

9. Monitoring and Feedback

Continuous observation of trainee performance during training.

Collecting feedback from participants about content, trainer quality, and methods.

10. Evaluation of Training Effectiveness Often uses Kirkpatrick's Four-Level Model:

1. Reaction
2. Learning
3. Behavior

Benefits of Training and Development to Employees:

Results

1. Skill Enhancement: Employees gain new technical and soft skills necessary for job performance.
2. Increased Confidence: Proper training boosts confidence in completing tasks effectively.
3. Career Growth: Development programs prepare employees for promotions and leadership roles.
4. Job Satisfaction: Learning opportunities improve morale and engagement.

5. Adaptability: Continuous training helps employees adjust to new technologies and processes.

Benefits of Training and Development to Organizations

1. Improved Productivity: Skilled employees perform tasks more efficiently and with higher quality.
2. Reduced Errors and Costs: Training minimizes mistakes, leading to cost savings.
3. Employee Retention: Organizations offering development opportunities retain talent more effectively.
4. Enhanced Innovation: Training encourages creative thinking and problem-solving.
5. Competitive Advantage: Well-trained staff give the organization an edge in the market.
6. Better Workplace culture: Development programs promote teamwork.

Challenges in Implementing Training and Development Programs High financial investment.

Difficulties in measuring training effectiveness. Resistance to change among employees.

Limited time within operational schedules.

5.Results

The facts in current research can be utilized in numerous diverse ways by a diversity of organizations. The significant opinion is that companies essentially put the highest worth on their employees, and develop beliefs and practices that show the highest commitment of the employees. Employees required feeling like they are producing a noteworthy modification to corporate success and providing positive results and intentions to do their jobs well. Furthermore, it is difficult for most of the companies to develop corporate level institutions and provide extensive opportunities for internal promotions, but it is easy for organizations to help their employees in making career goals and action plans for the development of their career. Certain organizations may discover that they develop employees who apply their abilities and skills for further organizations, however the organizations also find that they are increasing a series of loyalty from other employees. In this study there is a substantial support for individuals and organization to get the several benefits from training program. Such benefits contain efficiency and factors that related directly or indirectly to the employee performance. This study has collected support for the positive outcomes of training program for the organizations. These benefits comprise better organizational performance (e.g. profitability, efficiency, and output) and further benefits that directly or indirectly related to employee performance.

Suggestion for Future Research:

In this study we furthermore identify particular instructions for future research. First, we propose that the benefits of training might have a positive effect like as individual employee benefits, which later affect

organizational results. However, research is required to recognize the features that enable a smooth transfer of employee development benefits on different level. Furthermore, some special questions of vertical transfer that how training and development directly influence on individual and organizational level. A conceptual model of this process is available and there has been little empirical research on this topic (Kozlowski et al. 2000).

Secondly, there is a gap existing between the applied and academic literature concerning the usage of cycle time as a factor to measure usefulness of training and development program (Holton 2003). The size of effect on the quality of performance may not be similar as individuals and organizations recognize and apply solutions to new problems. Organizations are realizing the benefits of employee training and development programs as they are receiving pressure from the competitor market. Research is required concerning the factors that can raise the awareness of the benefits of training and development at numerous stages of exploration. This research may get help from primary studies on the effects of training and development on novelty and performance adaptability of employees and organizations.

Third, while the character of affect has been recognized in the number of reactions to training and development, affect could perform an extra central part in the training and development process in general. Previous research has concentrated on the affiliation between liking a training program and performance of employee (Alliger et al. 1997), however research has given fewer considerations to relationships between affective situations throughout training and learning program. Aguinis (2009) defined that providing employees training and development opportunities can be perceived a meaning that the organization cares for their employees. This perception in employees may produce benefits even though training and development structure and transfer might be not optimum.

Implication for Practice:

The organizations those are capable to recognize the benefits of training that are acknowledged in this study are able to move away from observing the training purpose as an operational function (Fox 2003).

For instance, a consulting organization PricewaterhouseCoopers has decrease costs in several areas, however the organization increased its investment in employee training to around \$120 million each year. One more top consulting company, Boor Allen Hamilton, have faith in developing employees as a continuing competitive benefit and manages their learning functions as a revenue centers (Fox 2003). Managers of these organizations select knowledge and information regarding to business concerned outcomes to make conclusions about how to assign resources including training events resources (Mattson 2005) Training is a method that emphasizes on ideals and helpful organizational culture, including career advancement,

monetary cuts and limitations, extremely competitive environments, and market driven philosophies (McGuire et al. 2005). Evidently keep a record of the benefits of training program and its planning, delivering, and evaluating by utilizing the information involved in this study will permit the human resource management department to be a strategic organizational and move away from the undesirable suggestions related to this function (Hammonds 2005).

6. Conclusion

In this study we take the fact of observation that training leads to important benefits for individuals and organizations. The existing analysis of literature proposes that these benefits vary from individual and organizational performance. To understand the benefits of training and development program, we implemented different level and different disciplinary perspective of employee development program. In our study we also involved the discussion, how to increase the benefits of training. These features include giving attention to the training design, delivery, and transfer of training. After completing the study on this topic, we strongly believe that it is very beneficial for the organizations to develop the employee development programs. If there is a systematic training and development program for the employees the companies will harvest its profit from the market and remain competitive in the job market. An organized and efficient development program with supportive apparatuses will significantly assist the organizations to retain the most valued human resource, especially those who have a lot of experience with the organization. If organizations are capable to support all employees in meeting their requirements, then both, employees and organizations will get the long-term benefits. It is also very important for the organizations to timely evaluate the success of employee training and development program.

References

- [1] Allen, D.G., Shore, L.M., and Griffeth, R.W (2003) The Role of Perceived Organizational Support and Supportive Human Resource Practices in the Turnover Process. *Journal of Management*, 29, 1, 99-118.
- [2] Alliger GM, Tannenbaum St, ennett W Jr. Traver H, Shotland (1997) A meta-analysis of the relations among training criteria. *Journal of Personal Psychology*, 50 341-58.
- [3] Fenn, D (1999, February). Corporate universities for small companies Inc, 21 (2), 95-96
- [4] Garger, E. M. (1999, November). Goodbye training, hello learning. *Workforce*, 78 (11), 35- 42
- [5] Greengard, S. (2000, June) Going the distance *Workforce*, 79 (6), 22-23
- [6] Garrow, V. (2004). Training and Development and the Psychological Contract. *Training Journal*, April 8-10
- [7] Gerbman, R. V. (2000, February). Corporate Universities 101. *HR Magazine*, 45 (2), 101-106.
- [7] Jurkiewicz, CL. (2000) Generation X and the public employee *Public Personnel Management*, 29 (1), 55-

- [8] Goldstein IL., Ford JK. (2002) Training in Organizations. Belmont, CA. Wadsworth. 4th ed. Holton EF III (2003) Cycle time a missing dimension in HRD research and theory. Hum. Resour Dev Rev 2:335-36.
- [9] Kraiger K. (2002). Decision-based Evaluation. In Creating, Implementing, and Maintaining Effective Training and Development State-of-the-Art Lessons for Practice, ed. K Kraiger, pp. 331-75 San Francisco, CA Jossey-Bass
- [10] Kozlowski SWJ, Brown KG, Weissbein DA, Cannon-Bowers JA, Salas E. (2000). A multilevel perspective on training effectiveness: enhancing horizontal and vertical transfer. In Multilevel Theory, Research, and Methods in Organizations, ed. KJ Klem, SWJ Kozlowski, pp. 157-210 San Francisco, CA. Jossey-Bass
- Koike, J. L. (1999) Corporate universities: Lessons in building a world-class work force (revised) Personnel Psychology, 52, 530-533.
- [11] Leonard, Bill (1998) HR Magazine, July 1998, vol. 43 Issue 1, p. 22-25.
- [12] Logan, J. K. (2000, April). Retention tangibles and intangibles: More meaning in work is essential, but good chair massages won't hurt. Training and Development, 54 (4), 48-50
- [13] Meister, I. C. (1998, November). Ten steps to creating a corporate university. Training and Development, 52 (11), 38-43.
- [14] Melymuka, K. (2000, April 3). Keeping your star performers. Computerworld, 34 (14), 44.
- [15] Moses, B. (1999, February 1) Career planning mirrors social change. The Globe and Mail [On-Line]. Retrieved January 18, 2001 from the World Wide Web <http://www.bbmcareerdev.com/careerplan.html>