

# RESEARCH DIRECTION

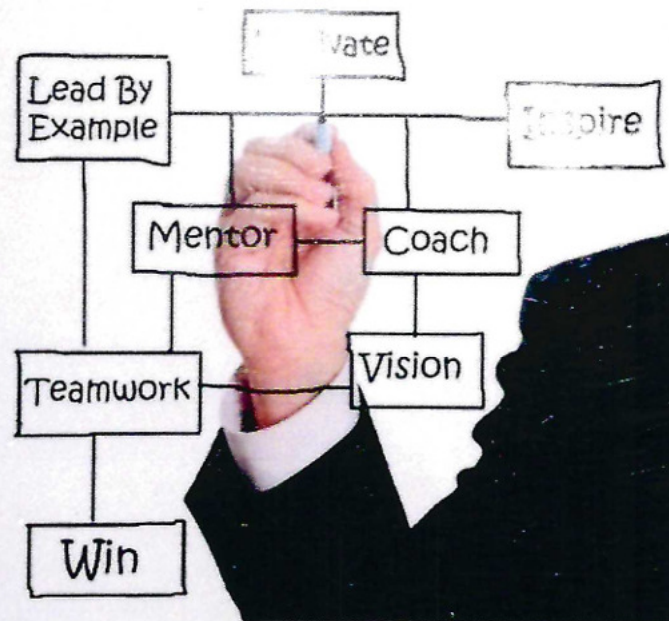


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## BENEFITS OF TRAINING AND DEVELOPMENT PROGRAM TO EMPLOYEES AND ORGANIZATIONS: A CONCEPTUAL ANALYSIS




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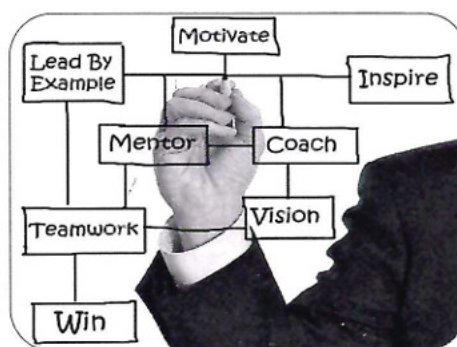
## BENEFITS OF TRAINING AND DEVELOPMENT PROGRAM TO EMPLOYEES AND ORGANIZATIONS: A CONCEPTUAL ANALYSIS

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### ABSTRACT :

**T**he world is experiencing informational and technological revolution that makes for changes in the nature of business. In order to meet these changes and face the competition human capital is used as a weapon by the organizations. The existing management thinking suggests that, human capital can be competitive advantage to organizations. This competitive advantage can be made available and sustainable only when human capital is knowledgeable and skilful. Broadly speaking, Training and Development function ensures that human capital inculcates required knowledge and abilities. Therefore, Training Development function is considered as an important function in any organization. As far as India is concerned, more importance is given to the conduct of a training program, in order to enhance human assets of business organizations.



**KEYWORDS :** business organizations , experiencing informational and technological revolution.

### 1. INTRODUCTION

To meet customer expectations to attract new customers, attain customer satisfaction and to retain customer, organizations are making efforts to make the best products, high quality service in their customer counters. All these employees should be trained on the current issues to meet the present world, techno-customer expectations. Therefore, significance of training and development function is conspicuous. Being realized of the fact that training and development function is vital in delivering best quality outcomes to customers, Indian business firms started investing in training and development function. The importance of training for employees is rapidly growing and organizations are using this tool to compete with their competitors in the market.

Moreover, there is a continuous debate between scholars and professionals that training and development program has an impact on the objectives of employee and organizations. Some of the studies suggest that training opportunities increase in high employee turnover where as the others studies mentioned that training is an instrument which is beneficial for employee retention.

### 2: LITERATURE REVIEW ON TRAINING AND DEVELOPMENT PROGRAM

Internationally different organizations provides training and development program to their employees for the improvement of their abilities and skills. During 1990's Sears credit initiated a key rearrangement and retorted with career-development programs. This program was developed for employee in order to enhance their skills with changing jobs and also ensure that program was adding value for the growth of organization.





Mel Kleiman (200) stated that the essential parts of a worthy employee training program are constructed on orientation, management skills, and operation skills of employees. J. Kottke (1999) observed that employee development program must be comprised with core proficiencies, appropriate structure through which organizations develop their business at corporate level. Employee development programs include variety of teaching technique, schedule and helping learning environment that ensure employee to improve their skills and latter apply on their jobs.

### 3: BASIC COMPONENTS OF TRAINING AND DEVELOPING PROGRAM

In fact, there is no particular method for developing training, however, particular significant methods would be measured. A perfect employee training and development program must be a mixture of knowledge, career development and goal setting. Now a day's organisations are using information technology systems for their learning programs. Grager (1999) observed that individual should improve their knowledge. So that business firms get them had to hand and pay them good salary. It is the main responsibility of the business organizations to provide opportunities to their employees but individual should take initiative to use those opportunities for the betterment of their future career.

### 4: INDIVIDUAL BENEFITS FROM TRAINING AND DEVELOPMENT PROGRAM

The study by Dobbs (2000) revealed that employees get a lot of benefits from the employee training and development program. They learn the both soft and hard skills as required by their jobs. These programs help employees to survive in the future and develop their abilities to cope with new technologies.

The study by Wagner (2000) observed that companies which are giving training and development programs for their employees are achieving high level of employee satisfactions and low employee turnover. Employees who are satisfied with their jobs believe that their work has a purpose and important for their organization. Krairger (2002) Study revealed that training affects the behavior of employees and their working skills, which resulted in enhanced employee performance and further constructive changes that serve as increased employee performance.

### 5: ORGANISATIONAL BENEFITS FROM TRAINING AND DEVELOPMENT PROGRAM

As far as organizational benefits are concerned there are three benefits will come to organizations. First is the market growth second is the organizational performance and the third is the employee retention. The study by Fenn (2000) stated that employee development programs are important for any organization to survive in the competitive market. Though it is expensive for the organization to spent many of their employees but this investment is positive for the organizations to hold the place in the market. With reference to organizational performance Chuler and Macmilan (1984) stated that Training has been defined as mainly contributing factor to the organizational performance. With regard to employee retention is concerned, Rosenwold (2000) study revealed that there is a strong relationship between employee training and development and employee retention several organizations have revealed that on of the characteristic that help to retain employee is to offer them opportunities for improving their learning.

### 6: CONCLUSION :

Thus, in this an attempt has been made by the researcher to examine conceptually the training and development program and its benefits of employee and organization. The existing analysis of literature proposes that these benefits vary from individual and organizational performance. If organizations are capable to support all employees in meeting their requirements then both employees and organizations will get the long-term benefits. Moreover, it is necessary for the organizations to timely evaluate the success of employee training and development program in a systematic and scientific manner.

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