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Study on The Effectiveness of Employee Training and Development Programs in An Organization

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ABSTRACT

Employee training and development many companies today have a competitive edge plan that includes investing in their employees' training and development. The business world is in constant evolution and to be competitive, companies are required to improve the skills of their employees. They will thrive in settings that reward and encourage creativity and invention. The moment someone decides to undertake non-routine cognitive tasks, it will be needed. Growth resource strategies are diverse and one of them is learning and growth. Learning and development helps employees to develop information, skills and abilities necessary for innovation continuously. Organisations should aim to develop imaginative behavior among their employees in an effort to encourage innovation. Not all firms encourage their employees to think beyond the box, and this can make it difficult for workers to understand the importance of innovation and learn the skills required. This kind of evidence implies that structured, organised learning programs in specific fields may enhance students' technical proficiency, soft skill mastery and work ethic. Furthermore, the continuation of development has contributed significantly to the overall performance of the business. This theoretical framework considers the possibilities of the new ways for efficient completion of non-standard activities.

Keyword: *Innovative Behavioral Skills, Innovative Work Behavior.*

Introduction

Human Resource Management is one of the management disciplines that put priority on organization effectiveness. The human resource management process begins with the recruiting of new personnel and ends with the training of such employees. The manager of the workday has a wide variety of tasks related to the development of employees. These duties include: recruitment, selection, training,

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orientation, employee development, employee training and development, employee performance appraisal, employee compensation and benefits, employee motivation, employee health and well-being, the promotion of positive human relations, the assurance of employee health and well-being in line with work policies and many others. In addition to the obligations mentioned above, the development manager has a variety of roles in day-to-day activities of the development manager. One of the most essential duties is the provision of training and development for employees.

Training & Development

The Training and Development department enhances the overall effectiveness of the firm by enhancing staff performance and increasing total output. In evaluating training and development as an investment versus costs, a corporation must assess the prices, time and resources needed in the process. Under the present conditions, companies are attempting to distinguish themselves in the market. They aim to provide their clients with unique products and services, to differentiate themselves from their competitors and to stand out from the crowd. Ultimately this will make their company more successful than the competition. All firms are striving to be more and more autonomous from each other. The key assumption for this process is innovation. Innovation helps employees to be more productive by creating and executing creative processes and organisations by introducing novel products and services.

One of the most important factors in the development of creative work practices and creation of innovative work environments in the workplace is the training and development opportunities provided. The level of knowledge in the personnel is one of the most essential criteria governing the success of a business. In a corporate environment becoming more competitive, businesses need to have human capital which is of high quality and capable of creative and original innovation. A lot of people think that training and development is extremely required to be able to develop specific competencies. The training provides the relevant information and technical skills, however the development process has a more comprehensive strategy, aiming at the growth of the personnel's potential in a gradual way.

Performance of the Organization

It was found in the study that was carried out that the organisations are responsible for addressing the demand for training associated with changes and the rise of internationalisation in the industrial sector, a wide variety of national borders, and varied work scenarios. Organisational innovation can lead to improvement in organisational performance through the reduction of transaction and administrative expenses, improvement in employee productivity at work and the access to resources that cannot be exploited or controlled. Variables of interest would be the productivity of the employees, their work ethic, shift work and profitability of the business units. Everything that humans encounter in this way serves to retain the focus on the efficiency of work and the success of companies. The system output is the result of what is being corrected. According to Ahli theory, five different strategies can be used to lower the effectiveness of an organization. The tactics are: goal models, systems models, resource models, process models, multiconstituency models, and sagging values strategies. The rapid growth of digital technology has resulted in problems related to their career, e.g., creativity, interpersonal conflict, peer pressure, etc., for the employees.

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The Technology of Digital

The digital technology can assist in boosting the productivity of employees in this particular work environment, by enabling employees to communicate their ideas and thoughts in a more timely and correct way. In non-routine situations, this type of job is more intense. In contrast, new technologies are taking over industries that demand a lot of manual work and jobs that require a lot of physical labour such as assembly lines and warehouses. For example, the development of industrial robots and robotic arms, which might automate production lines or reverse engineer documents would reduce the need for the use of expert judgement when performing these activities. Organisations need to monitor very closely the development and instruction that takes place in this area, because human dignity is a very important factor that no one else can substitute.

Review Literature

S.Kishore & Clayton Michael Fonceca (2023) Effect of training and development on employee performance and productivity. In terms of identifying the level of employee performance and determining the total impact of training and development on employee performance and productivity, it is expressed with the aim of determining the level of employee performance. Descriptive research is conducted for the aim of emphasising the study. The sample size is 600 persons that have answered the survey. The reliability test using Cronbach's Alpha was used as a study tool. To summarise, the results show that the hypothesis has a favourable impact on the performance of the employees. Therefore, personnel should be motivated and workers should be provided with fresh possibilities to further their professional development and gain new skills.

Anand, Dr. S. P. S. Arul (2022) has written a study titled "Impact of Training and Development of Employees Efficiency and Effectiveness – Empirical Evidence". The objective of this is to state the overall aim of researching the effectiveness of training and development programs for all kinds of employees and the effect that programs have on the working environment. The sample size was 330 people who responded with the use of the questionnaire method. The research tools used in this study are chi-square test and regression analysis. The end results is that training and development programs impact the capabilities, knowledge, skills and other elements of trainees of the organization. One idea proposes that training and development might reduce employees' desire to leave their positions and simultaneously increase their job satisfaction level.

Khan, M. A., and Ali Shah, S. Z. (2018) in their study explore the impact of training and development on the performance of employees in the banking sector. It also shows the beneficial relationship between training programs and employee productivity, thereby stressing the importance of continuous improvement for better job performance.

by Govaerts, N., Kyndt, E., and Dochy, F. (2018) This systematic study aims to explore the effect of learning and development upon a number of work-related outcomes such as job satisfaction, performance and organisational commitment. This exploration was done. This study points out several crucial elements that influence the efficiency of training programs.

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Objective of The Study

1. To figure out the things that affect how well Training and Development programs work.
2. Development programs help make an organization's culture better.

Research Methodology

The goal of the research was to investigate the effectiveness of training and development programs for workers in the manufacturing business. The research was carried out specifically for this reason. Both primary and secondary sources of data were utilised in the process of gathering the information that was available. The inquiry was conducted on a variety of manufacturing companies that were situated in and around the city of Coimbatore that were the subject of the investigation.

Using the questionnaire approach as the data collection method was done with the intention of gathering information from the individuals who attended the survey. However, in the event that this method is utilised, employees who are illiterate or who do not have access to android mobile phones will be unable to provide a response to the request.

Mistakes Produced by the Respondents: It is possible for this constraint to emerge when respondents are supplying false information because they are not interested in providing personal data.

Table 1. Demographic Profile of the Respondents-Simple Percentage Analysis Age of the Respondent

Age	No. of Respondents	Percentage
21-25	77	48.1
26-30	26	16.3
31-35	25	15.6
Above 35	32	20.0
Total	160	100

A total of 48.1 percent of the population falls into the age bracket of 21 to 25 years old, 20.0 percent falls into the age bracket of above 35 years old, 16.3 percent falls into the age bracket of 26 to 30 years old, and 15.6 percent falls into the age bracket of 31 to 35 years old. This information is presented in accordance with the data presented in table 1. The majority of the respondents, which accounts for 48.1% of the total, are found to be between the ages of 21 and 25.

Table 2. Gender Of the Respondent

Gender	No. of Respondents	Percentage
Male	74	46.3
Female	86	53.8
Total	160	100

(Source: Primary Data)

It can be seen from the data presented in table 2 that the maximum percentage of respondents, 53.8 percent, are female, while the lowest percentage, 46.3 percent, are male. The responders are predominantly female, accounting for 53.8% of the total.

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Table 3. Educational Qualification of the Respondent

Educational Qualification	No. of Respondents	Percentage
High School	11	6.9
Bachelor's Degree	105	65.6
Master's Degree	42	26.3
Professional Course	2	1.3
Total	160	100

As can be seen in table 3, the largest percentage of respondents, which is 65.6 percent, studied for a bachelor's degree. In addition, 26.3 percent of respondents studied for a master's degree, 6.9 percent of respondents continued their education up to the high school level, and 1.3 percent of respondents studied for a professional course. It is estimated that 65.6% of the total respondents have pursued the educational qualification of a Bachelor's Degree. This represents the vast majority of those who have responded. It has been determined via the utilisation of descriptive statistics that the mean scores for the effectiveness of training and development among employees have been determined. These mean scores are arrived at by adding up the ratings that the respondents have given for statements that are arranged on a scale that ranges from one to five points. Five points are awarded for strongly disagreeing with the statement, four points for disagreeing, three points for being neutral, two points for agreeing, and one point for agreeing with the statement on the whole.

Table 4. Agreeability Level on Effectiveness of Training and Development-Descriptive Statistics

Factors	N	Minimum	Maximum	Mean	Std. Deviation
Helps to achieve organizational objectives	160	1	5	1.54	.760
Improvement in career advancement opportunities	160	1	5	2.11	.706
Gaining of more knowledge	160	1	5	2.38	.823
Enhanced employee morale	160	1	5	2.68	1.118
Helps to make changes in employees skills, knowledge and attitude	160	1	5	2.82	1.483
Increased job satisfaction among employees	160	1	5	2.49	1.192
Positively influences on employee performance	160	1	5	2.31	.985
Helps in improving of decision making skills	160	1	5	2.39	.952
Manages in organisational and personal stress	160	1	5	2.16	1.069
Improves self confidence	160	1	5	2.32	1.136
Total	160	10	50	23.2	10.224

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From the data shown in table 4, it can be seen that employees have a good attitude toward training and development which implies that it leads to completion of organisational goals. The one chosen by the respondents was the one with the lowest mean score and the mean value attained was 1.54. Other factors that have the positive perceptions are training and development was improvement in career advancement opportunities with the mean value of 2.11, gaining of more knowledge with the mean value of 2.38 and the helps to make changes in employees skills, knowledge and attitude with the highest mean score of 2.82, Enhanced employee morale stands with the second highest mean score of 2.68 and Increased job satisfaction among employees stands with the third highest mean score with 2.49.

Table 5. Relationship Between Education Qualification and Types of Training in An Organisation

	Types of Training								
Education qualification	On-the job training	Off-the job training	Safety protocol training	Promotion al training	Refresher training	Total	Chi square value	Sig	S/N S
High	5	0	4	1	1	11			
School									
Bachelor's	40	14	24	17	10	105			
Degree									
Master's Degree	17	4	8	8	5	42	10.24	0.59	NS
Professiona l	0	0	2	0	0	2	4	5	
Course									
Total	62	18	38	26	16	160			

Technological advancements are having a huge impact on the world in which we currently reside. It would be more beneficial for organisations to change their training methods in order to reflect the quickly changing technology landscape rather than continuing to employ old training methodologies. Keeping up with technological advancements is absolutely necessary in order to boost the efficiency and effectiveness of the workforce. It is essential to provide equal opportunities in order to guarantee that all employees, regardless of their status in the organization, are afforded the same chances to enhance their abilities and methods of operation.

Additionally, in order to encourage employees to remain with the same firm, it is required to provide them with welfare measures, salaries, and incentives. This is important in order to promote employee retention.

The feedback that is supplied by employees should be welcomed by management, regardless of whether it is favourable or negative, and the input should be recorded in an acceptable manner for the goal of making modifications in the future.

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Conclusion

Training and development play a crucial role in improving the performance of people in their job by adopting new work practices that enable the employees to do non-routine activities in a more efficient and creative way. This is done through innovative work methods. Clearly, training and development programs for employees are helpful for growth and development. The study results showed that training and development had significant impacts on employees' performance skills. These programs not only help in enhancing the knowledge and skills of the individuals but also help in improving the overall performance of the organization. Training of personnel has been carried out and a reduction in worker turnover and absenteeism has been made. The most essential variables which contribute to the performance of the organization are the provision of formal training programs for both new and existing workers, and the evaluation of the results of these programs. Or simply said, investment in training and development of people is not a onetime activity but a continuous process to keep a competitive edge in the market. To summarise, the efficacy of the training and development activities is crucial if you want to foster the growth of the employees, improve the performance of the company and retain an edge over the competitors in the market.

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