Training and Development Factor and its Effectiveness Over the Organizational Development

V. M. Anitha Rajathi[1], D. Jeyasree[2]
[1]Assistant Professor, Department of Management Studies, Anna University, Trichy, India
[2]PG Student, Department of Management Studies, Anna University, Trichy, India

Abstract: This study focuses on training and development of employee in organizational development. Training and development is very crucial to the employee, the organization and their effectiveness. Training is one of the main method for increasing individual productivity and improving job performance. The factors determine the training and development includes management support, training needs, effective and experienced trainee, learner willingness, training characteristics, working environment, motivation, technological change, communication network, learner ability. These are some findings which improve the organizational development, it is increased productivity, employee skill development, achieve the goal in effective manner.

Keywords: Employee skill development, Organizational development, Training and Development, Training needs.

1. Introduction

The training has been used to describe technical or job skill training for employee. On the other hand, development is the term which has been traditionally used for the executives. The main purpose of the organization for training and development is to augment the productivity of the company by enhancing the skills and knowledge of the employee. Thus in order to make the employees skillful training is provided to them. These training and development helps to develop their skills, but also prepare them to meet the organizational needs. The effectiveness of training and development on organization development is to enhance the specific skills, desired behaviour, and knowledge of employees, increase the employee performance, increase the productivity.

2. Literature review

C. Suresh Kumar (2014) effectiveness of employee training in an automotive component manufacturing organization. The study examined the effectiveness of training and the relationship between age and effectiveness of training. The study adopts descriptive research design. The study finds that the training program should be conducted on a regular basis as 65% of the respondents agreed that the training programs are highly useful and helpful for the organization development. The study helps the employee in attaining personal growth. A study has been done to examine the theoretical framework and makes the constructive suggestion for the development.

Pattanee Suomrith, Alan Coetzer, (2015) Employees perceptions of barriers to participation in training and development in small engineering businesses. This paper aims to investigate barriers to employee participation in voluntary formal training and development opportunities from the perspective of employees in small engineering businesses. An exploratory qualitative methodology involving data collection via site visits and in-depth semi-structured interviews with 20 employees in five small engineering businesses was used. Research into relatively low levels of employee participation in formal training and development in small businesses is deficient because it predominantly involves surveys of owner-managers' opinions. The study yielded four propositions that have practical and research implications.

V. Antony Joe Raja, R. Anbu Ranjith Kumar (2016), A study on effectiveness of training and development in Ashok Leyland all over India attempted to explain the opinion and the attitudes of different types of employee. In this paper identifies and discusses the key conceptual and empirical issues that should be considered in this development. This study is carried out using questionnaire which forms basis for data collection the target sample audience is 400 employees. The study helps to develop and improve the organizational culture. The finding of the study resulted that the training programs were provided to all the employees and was not specific to particular category of employee.

Gosim Martin Chukwu, (2016) "Trainer attributes as drivers of training effectiveness", Industrial and Commercial Training. They discovered the trainer variables that act as driving forces on training effectiveness. This can be a used for improving the quality of training outcomes thereby making training firms more competitive as well as bridge the gap in literature. This qualitative research study used the grounded theory methodology. Data analysis was performed using open, axial and selective coding with a discursive set of theoretical propositions emerging. Qualitative data were collected through a focus group, one-on-one interviews and secondary sources.

International Journal of Research in Engineering, Science and Management
Volume-3, Issue-2, February-2020
www.ijresm.com | ISSN (Online): 2581-5792

264

The subjects comprised primarily 26 past participants to the researcher's firm's training programs. This trainer attributes combine with environmental factors to trigger trainee characteristics leading to behaviour change and performance improvement. The paper makes a significant contribution to training evaluation literature. Researchers can take up any of the discovered attributes to further refine training evaluation theories or models. New knowledge can be utilized to improve quality training presentations to improve learning outcomes.

Bhabani kantra, soumya Mishra and Manoranjan Dashin (2017) effectiveness of industrial and service sector. The study state that to find out the difference in perception of employees from service sector and industrial sector with regard to the effectiveness of training and development programs in their organization. It aids in organizational development. organization gets more effective decision making and it helps in understanding and carrying out organizational policies. It is more helpful for employee to improve their skills, knowledge development.

3. Training and development

A. Factors determine training and development

The training and development determining factor is major key of an organizational development.

The factors are Communication network, effective and experienced trainee, learner ability, learner willingness, management support, motivation, training characteristics, training needs, technological change, working environment. these are the factors should be determinants of training and development on organizational development.

1) Communication network

Employee must satisfy with training method they also ready to adopt a new training method. organization should build an effective communication network among their employee. communication

2) Effective and experienced trainee

A trainer must be able to communicate and convey their information to the others. To ensure the needs and expectations of the learners, they have to present the material clearly and effectively. An effective trainer also creates a safe and engaging a trainer must be able to communicate effectively and learning the working environment & actively keeps learners involved and can adjust appropriately when necessary.

3) Learner Ability

To effectively transfer knowledge to the workplace, learners must have the ability and motivation to succeed. Learners need to have opportunities to use the training, and they need to perceive the benefit and validity of the training. Learners also need to feel that a change in behaviour will lead to a valued outcome or job enrichment.

4) Learner willingness

A learner must also be ready and willing to new information. A learner must identify their needs and be able to learn new information. The learners need to retain an emotional connection to prior experiences that relate to new information.

5) Management support

Management support is one of the main factor in the training and development. The manager fosters the climate conductive to learning, supporting, motivating the employee, the initiative and encourage professional development. Without the management support, workers would not feel comfortable using new knowledge and skills.

6) Motivation

Motivation is the important factor for the organization development. To give monetary benefits to the employee it should be motivated them. Example: job security, promotion, incentives and flexibility in work scheduling.

7) Training characteristics

Training is an essential function for the organizational development in an organization. The organization provides adequate training and development focused on enhancing the current or developing new technical skills. The organization give a career management system improve the individual employee career path and it is more helpful for both employee and employer to improve the skills, knowledge development and involvement in job performance.

8) Training needs

The training needs of employee should be identified. The trainer should know what to teach and how to teach. The trainee should remain active during training. The trainer should explain the logical sequence of the work. The trainee should give feedback on how effective the training. It is an essential function for the growth of the organization.

9) Technological change

Organization must increase their training and development with the new technological changes and present coaching in order to develop proper training. Organization should create a lot of training and development activities to improve the employee performance by improving knowledge and skills among the workers.

10) Working environment

The good working environment capable to complete the task and everything should be transparent and open communication. So, training and development tie up with the organization development.

B. Effectiveness of the training and development on organizational development

The effectiveness of training and development with an enthusiastic to identify the employee performance. A training is said to be effective when training outcomes matches with its organization objectives. Training effectiveness may be assessed by considering the outcomes, performance of the employee. Training will improve and helpful for the organization development these variable are increase productivity employee skill development achieve the goal effectively and efficient manner.

An effective training can make the employee to work in effective manner. Training gives the positive attitude among

International Journal of Research in Engineering, Science and Management
Volume-3, Issue-2, February-2020
www.ijresm.com | ISSN (Online): 2581-5792

265

employee and increases the motivation levels of employee in the organization. Training leads to increase in employee self-confidence. An effective training not only teaches an employee how to do this work. 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, gaining more knowledge to enhance the performance of the employee. By training the people they can learn new information, new methodology and refresh their existing knowledge and skills. It is essential to increase productivity effective training can help to increase productivity of workers by imparting the required skills.

Training creates a feeling of confidence in the minds of the work. Employee development is something that most people imagine as intrusive all-day group training sessions. Unfortunately, this dreaded approach to employee development is just the opposite of how employee development should occur and feel to employees. Organization development can manifest itself in many forms of training, evaluation, educational programmes, and even feedback. If executed correctly, the effects of training on employee performance can often encourage growth within the worker and the organization itself.

4. Conclusion

The following findings which include increase productivity, employee skill development, achieve the goal in effective and efficient manner will be helpful for the growth of organization. The employee training is the most suitable method to modify and manage workforce skills according to the organization objectives and to improve the overall organization performance. There is a relation between the training and employee performance. Organization should evaluate whether the training is effective. In the future, study will be tested among the employee it more helpful for the study.

References

[1] Asfaw, A. M., Argaw, M. D., & Bayissa, L. (2015). The impact of training and development on employee performance and effectiveness: A case study of District Five Administration Office, Bole Sub-City, Addis Ababa, Ethiopia. Journal of Human Resource and Sustainability Studies, 3(04), 188.

[2] Falola, H.O., Osibanjo, A.O. and Ojo, I.S., 2014. Effectiveness of training and development on employees' performance and organisation competitiveness in the nigerian banking industry. Bulletin of the Transilvania University of braşov, 7(1), p.161.

[3] Gayed, Aimée, Josie S. Milligan-Saville, Jennifer Nicholas, Bridget T. Bryan, Anthony D. LaMontagne, Allison Milner, Ira Madan et al. "Effectiveness of training workplace managers to understand and support the mental health needs of employees: a systematic review and meta-analysis." Occupational and environmental medicine 75, no. 6 (2018): 462-470.

[4] Jones, Rebecca J., Stephen A. Woods, and Yves RF Guillaume. "The effectiveness of workplace coaching: A meta-analysis of learning and performance outcomes from coaching." Journal of Occupational and Organizational Psychology 89.2 (2016): 249-277.

[5] Mone, Edward M., and Manuel London. Employee engagement through effective performance management: Routledge, 2018.

[6] Raja, V. Antony Joe, and R. Anbu Ranjith Kumar. "A Study on Effectiveness of Training and Development in Ashok Leyland all over India." Journal of Management 3.1 (2016).

[7] Sitzmann T, Weinhardt J. M. Training engagement theory: A multilevel perspective on the effectiveness of work-related training. Journal of Management, 2018, Feb. 44(2):732-56.

[8] Sitzmann, Traci, and Justin M. Weinhardt. "Approaching evaluation from a multilevel perspective: A comprehensive analysis of the indicators of training effectiveness." Human Resource Management Review 29.2 (2019): 253-269.

[9] Sudhakar R, Basariya S. R., "Perspectives and The Factors Influencing Effectiveness," International Journal of Civil Engineering and Technology. 2017;8(9):135-41.

[10] Velada, Raquel, António Caetano, John W. Michel, Brian D. Lyons, and Michael J. Kavanagh. "The effects of training design, individual characteristics and work environment on transfer of training." International Journal of Training and Development 11, no. 4 (2007): 282-294.