A STUDY ON EFFECTIVENESS OF TRAINING AND DEVELOPMENT PROGRAM

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Introduction

Training and development is an important activity that increases team member performance in an organization and is a building block that enhances an organization's growth and success. Armstrong (2009) stated that organizations could benefit from training and development by winning the hearts and minds of their employees to identify with the organization, exert themselves more on its behalf, and remain with the organization. Human resource management approach Training and development are the processes of investing in people. So, they are equipped to perform great and are part of an overall that hopefully will result in people being motivated to serve (McDowall & Saunders 2010). The following key terms are defined for better elaboration.

Training

This activity is focused upon and evaluated against the job that an individual currently holds; training takes to fill the gap between its current performance and the standard desired performance (Garavan, 1997).

Development

This activity focuses on the organization employing by the individual, and that individual is part of may partake towards the future and is almost impossible to evaluate. Antonacopoulou (2000) defined development as the capacity and capability of building on a team member and meeting the standard performance level.

Training and Development

This can be described as "an educational process that involves sharpening concepts, changing attitude, skills, and gaining more knowledge to enhance employees' performance." to better individuals and groups' job performance in organizational settings. It attempts to improve current or future team member performance by increasing a team member's ability to perform by learning, usually changing the team member's attitude or advancing their skills and knowledge. Team member performance depends on job satisfaction, experience, and management, but there is a relationship between training and performance (Chris, 2010). It shows that team member performance is essential for the organization's performance, and training and development are beneficial for the team member to improve.

Despite significant training and development roles in organizational growth and success, many organizations lack basic skills to encourage their organization's growth and success by training and developing employees. According to Chiaburu & Teklab (2005), job training and development is a complicated matter and has focused on much of the training literature.

Therefore, this study reviewed relevant articles on the impact of training and development as a model for organizational growth and development.

Theories on Training and Development

Cole (2002) defined training as a learning activity directed towards acquiring specific knowledge and skills for tasks or occupations. The focus of practice is the work or homework, for example, equipment or an effective sales force, the need to have efficiency and safety in the operation of particular machines or, to mention but a few. According to Garavan (1997), training and development is the planned and activities systematic modification of behavior through learning events, and programs, resulting in the participants achieving the levels of time, knowledge, competencies, skills, and abilities to take out their work effectively. Chris (2010) asserted that team member performance depends on job satisfaction, experience, and management. However, there is a relationship between training and performance, indicating that team member performance is essential for the organization's performance in which training & development is beneficial for the team member to improve training performance.

Most employers consider team member training as a costly and unimportant expense to their companies. Job satisfaction is a pleasurable or state of positive emotion resulting from a positive appraisal of the job or job experiences (Locke, 1976). Tsai et al. (2007) suggested that commitment results from adequate training and development for successful job completion and increased job performance.

The latter have their uses, but I always urge people to think of work-based action first is not the case because many benefits accrued to both the organization and the individual team member with this venture. Impacting your workers with the skills necessary to get the job done will boost their job morale, and fewer mistakes will be made. Untrained personnel may be more costly than even the wages paid to them due to their easily making errors.

As the most frequent method of training facilitation techniques, this finding was in line with Braga's, which found most of the research participants reported they were attended on job (demonstration) training, which helped transform it into practice.

Knowing that they are cared about investing in, employees will tend to work harder to reciprocate the favor. Team member training and development gives the workforce an excellent chance to realize their potential and eventually work at their highest level. When an employer recognizes the possibility of a staff member and then sends that team member to class to improve their skills, the trained staff will be more willing to work at their best level of ability. Maximizing the workforce's potential has a direct positive impact on the business or organization's profit levels.

A trained team member can handle more responsibilities than before due to their newly acquired know-how, which improves equipment breakdowns due to human error and reduces the cost of repairs.

Imparting skills to employees is also another tactic of retaining your skilled workforce. A workforce that the company has trained will feel like part of the company family. They will feel happier in their jobs and valued by their employer, and therefore will be more likely to stay within the firm. Trained staff will develop a sense of self-worth and dignity as they will view themselves as more valuable to the organization, eventually culminating in higher job satisfaction. The retention of trained staff will reduce the high cost of recruiting new staff and positively impact production.

Team member training and development is essential for every organization's success as it ensures that the skills, abilities, and knowledge levels of the team member are According to Blain (2009), research shows that 44% of employees receive job-related technical skills training and 33% receive information technology (I.T.) skills training. 18% of employees have undertaken sales-related training in the past year, while 25% have undertaken personnel development skills training, 15% leadership skills development, and 21% management skills training.

Training and development activities by which employees had participated brought new employees' potentials in performing a task and resulted in team member effectiveness. Cole's (2002) suggestion to facilitate training was to create a directed towards acquiring knowledge and skills for an occupation or task. There are a variety of reasons for team member training and development, including (but not limited to):

- Onboarding new hires

- Individual team member development plans, where you are training to fill a skill or knowledge gap, address a performance issue, or prepare the team member to take on more excellent managerial and leadership by responsibilities

- Succession planning

- emerging technologies

- Addressing legal

Organizations have developed a solid organizational training and development plan that includes open-enrolment programs of choice for employees' learning needs selecting public, and custom in-house training for team training and development needs.

The rationale for Training and Development

Staff training is an element in raising drive because it sounds out people for possible future

promotions. It is essential to train and develop each team member so attainable, that means running the risk of losing them to other organizations.

Organizational change and Technological developments have gradually caused some employers to realize that success lies in their employees' skills and abilities. It means considerable and continuous investment in training and development has been brought to light by the rise in human resources management, emphasizing people's importance and the skills they possess in enhancing organizational efficiency. Such human resource management concepts such as ‒commitment‖ to the company and the growth in the ‒quality‖ movement have promoted senior management teams to realize the increased importance of training, team member involvement, and term education intended to mean basic instruction in skills designed and knowledge and to know people take into the most of life in specific. It has also been increased recognition of the need to complement employees' qualities with their needs. Such matters require not only careful planning but also a greater emphasis on team member development.

Communication and Proficiency

Cheng and Ho (2001) say that adequate training and development produces marked improvements in team member communication and proficiency of performances and extending retention time. If the programs target communication skills with coworkers, there are significant increases in profit and a greater number of reported positive working relationships formed. Workers with good communication skills gather more information concerning procedures and technologies related to job performances, thus assuming greater accountability and subsequent responsibility, affecting proficiency (Adams, 1989; Gordon, 1977). Also, education and training have been shown to have a significant, highly positive effect on job satisfaction, job involvement, and organizational commitment (Karia & Asaari, 2006).

Attitudes in Training on Attitude

According to Ahmad and Karia (n.d.), the relationship between training and attitude relates to working with others. Employees with positive attitudes become stakeholders in the process, and job accomplishment is of a higher priority. Furthermore, successful organizations achieve a partnership between workers and management. The block includes participation in teamwork activities and continuous learning applications. The reported findings suggest that team members' involvement in decision-making and problem solving develop organizational trust (Anschutz, 1995).

Team member Capacity Building as Model for Organizational

 Learning, development, and training can have meanings for the employees. It can be perceived as a self-motivator, supporting employees' knowledge, growth, development. It can also be an extrinsic motivator because they give employees more tools to achieve their target (Bakker and Leiter, 2010). in the survey conducted by Paradise (2008), employees listed by the ranked quality of workplace learning opportunities as the first factor influencing their engagement. Therefore,

organizations' management should help employees update their experience and increase their knowledge and skills by giving appropriate training. It is understood when employees get to know more about their job, confidence increases, thereby working without much supervision from their immediate managers, which builds their self-efficacy and commitment.

Benefits of Training and Development

Some of the key benefits for organizations that make team member training and development a priority, as suggested by *Antunka, Napoleon,* with the following details:

Increased by Productivity

Timely and relevant training helps boost productivity. By knowledge, closing skills, and arming your employees with new ideas, performance gaps, and good practices with skills they will put by training in their jobs right away, ability, competence, and confidence levels increase. As a result, these employees can make better decisions and do their jobs more intelligently and highly effectively.

(ROI) Return on Investment

By making training develop a strategic priority of the organization and implementing it thoughtfully and deliberately, a company can benefit from measurable ROI. It can measure for impact, for qualitative and quantitative ROI, and various ways to do so. For example, you can do pre-training, and post-training were assessments with the measure of improvement; you can then translate this into profit return when it calculates the value of saved time, increased productivity, increased sales. Organizations need to view training and development as an investment, not an expense, and leverage training and development to achieve business/organizational goals. Investment in team member training and development should be regarded as a capital investment to look for ROI.

Increased Employee Satisfaction and Retention

Investing in team member training and development enables employees to feel more connected, valued, accountable, focused, and part of the team. And while we cannot expect any team member to connect with an organization for a whole career - nor do we want them to - it has been proved to highly efficient employees' sense of loyalty and decreases turnover. When the organization has invested in its development, both the company and the individual can reap great rewards. Not only can training and development is a tool for filling skills gaps and knowledge but also a mechanism for awarding employees who are high-achievers, high-potentials. Most people, by nature, expand their knowledge base and skill set, want to learn new things, and increase as professionals. Most people do want to be able to advance in their careers.

Nurturing Organizational Learning Culture

It is essential to foster a learning culture at your organization, where expectations are set from the outset and where the team member and the organization's benefits are shared. It is also essential to point to success stories within the organization and always walk the talk.

There is a need to have a plan in time to transfer knowledge back to the workplace. You can encourage the team member to implement efforts.

They learned a way to the right, and it can create common frameworks and language across our organization by consistency in our training and development approach.

Challenges Affecting Training and Development

Training and development is a challenge as many organizations find it challenging to manage their team member. Appointing a training supervisor/director and forgetting him makes movement very difficult, which may hinder organizational goals. Few, if any, have had substantial training in him to teach and organize a program for teaching and evaluate training and development. Some training problems emerge when

It is regarded as an end rather than a means to an end, failure of management to accept responsibility for team member training and development. Lack of knowledge and skill by managers in directing and executing training and development, Lack of information concerning the nature of the training process required. If activity sees no reason for learning and mastering his assignment and no provision is made for job advancement and benefits and little or no incentive to learn the job ahead. Top management staff's attitudes are crucial to a training and development program's success and could make training when their responsibilities are neglected.

Conclusion and Recommendation

To improve team member training and development and improved performance and service delivery, management should raise the number of employees involved in training and organization development. This can be done by providing incentives that may motivate employees to participate in training and development programs.

Increments that could motivate employees to participate in training and development include the prospect of promotion or the provision of clear hierarchies in the organization to indicate where performance is rewarded.

A salary increase can be used as a motivating factor to encourage employees to participate in team member training and development programs.

Companies who contention for a fair market presence and competition must offer team member training and development programs to their personnel to help business profit margins and customer satisfaction.

The responsible authorities can improve access to the transfer of information on team member training and development. This is important about team member training and development as employees can only participate in team member training and development programs when they have access to information about them.

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