Introduction

Background

In today's world, most of the organizations accentuates on the training and development programs to the employees as one of the human resource practices that is crucial for the evolvement of organizational commitment of the employees. Employee is considered valuable assets to an organization. (Kadiresan et al., 2015).

According to Kadiresan et al. (2015). It is essential for organizations to invest in programs such as training and development to improve their competency and performance. Training and development is the process of expanding and upgrading an employee's skills, knowledge, competences, and experiences through a series of programs.

According to Oduwusi Oyewole Oluwaseun (2018). Training and development may help organizations win employees hearts and minds, encouraging them to identify with the organization, work more for it, and stay with it. Training and development are the procedures of investing in people so that they are equipped to perform successfully. They are part of an overall human resource management approach that hopefully results in people being motivated to perform.

Training and development deals with improving and updating the skills, knowledge, competencies and experiences of an employee through a series of training and development programs (Kadiresan et al., 2015).

According to Ahmad and Bakar (2003), training can be described as a planned and systematic effort of employee to achieve effective performance in an activity or range of activities. Therefore, development is mainly about planning and preparing for the changes in the future in relation to unfamiliar jobs, requirements and responsibilities (Kadiresan et al., 2015).

As development is a practical exercise of studying and development by which managerial staff acquire and employ knowledge, skills, attitudes and insights to handle their work efficiently and effectively.

It is essential for the managerial staff as an effort to cope up with the complexity of organization and technological. The development also helps to recognize their social and public responsibilities. This supports a comparative study has been done between Malaysia and European Union (EU) on various factors where the findings implicit that training aims to bridge the gap between job requirements and present competence of an employee in terms of job security and skills of employee's being employed (Kadiresan et al., 2015).

According to (Kadiresan et al., 2015), growth can boost employee self-fulfillment by regenerating their job capabilities and equipping them to face new challenges. So, combining training and development is an ongoing process to ensure that their personnel continue to improve at all times. When a business conducts trainings, it typically results in stronger commitment from the employee, which may be considered as a "psychological contract". It is suggested that employees tend to interpret the organization's investment in their training as an indication of permanence in their positions and greater remuneration based on human capital.

Training and development mean a systematic process that enhances employee knowledge, skill, attitude, and expertise to finis regular tasks to achieve organizational goals successfully (Hosen et al., 2024) Moreover, training sessions enhance employees' skills and capacity to carry out a specific task (Hosen et al., 2024). A section dedicated to specialist training is found in various businesses. Training assists firms in keeping their workforce current and equipping them with the necessary information, skills, experiences, and competencies (Hosen et al., 2024)

Moreover, the previous finding mentions that training and development are significantly associated with work performance among organizational employees (Hosen et al., 2024). That highlighted the significant influence of facilities in organizations on employee performance. However, training and development negatively affect work performance [(Hosen et al., 2024)

Training and development is an important activity that increases the performance of employee in an organization and is a building capacities which enhances the growth and success of an organization (Kadiresan et al., 2015). The following important words are defined for more clarification.

Training

Training is the act of providing individuals with targeted skills, knowledge, and competences in order to improve their performance as well as productivity within their existing job responsibilities. Structured learning activities and experiences are implemented with the objective of enhancing job-related skills and capacities (Oduwusi Oyewole Oluwaseun, 2018).

Training can be imparted through several modalities, including workshops, seminars, online courses, and on the-job training (Oduwusi Oyewole Oluwaseun, 2018).

Development

Development, within the realm of personnel, pertains to a holistic and enduring strategy aimed at equipping individuals with the necessary skills and knowledge to assume future responsibilities and roles within a business (Oduwusi Oyewole Oluwaseun, 2018).

This encompasses a more extensive array of educational encounters and prospects that prioritize individual development, acquisition of skills, and progression in one's professional trajectory. Development activities encompass a range of strategies, such as mentorship, coaching, work rotation, and formal schooling. (Oduwusi Oyewole Oluwaseun, 2018)

Objectives of the training and Development

To define the concepts and scope of training and development.

To assess the impact of T&D on employee performance.

To explore effective training methods and practices.

To help people grow within the organization in order that, as far as possible, its future needs for human resources can be met from within the organization.

Significance of the Topic

Understanding the scope and impact of Training and Development initiatives is vital for organizations aiming to build a resilient and future-ready workforce. Effective training not only enhances employee productivity and morale but also reduces turnover, fosters innovation, and supports organizational adaptability.

This research provides valuable insights for HR professionals, managers, and policymakers to design, implement, and evaluate training programs that align with strategic goals and foster a culture of continuous improvement.

Rationalization of Training and Development

According to the (Mulang, 2015).In pragmatic, training and development program have positive influence on both individual and organization. explains that individual capability profile relates to skills the staff gains from training and development. In proportion to the acquisition of skills and competence, individual income will increase (Mulang, 2015). At last, output of training and development will open an opportunity for individual career development.

In regarding, ownership or skill certification determines career development or advancement.
When an organization is struggling, it tends to reduce staff; hence, training and development empower individuals by ensuring job security through competence acquisition, the organization's requirements cover the followings

Training and development have the potential to improve labor productivity;

Training and development can improve quality of that output, a more highly trained employee is not only more competent at the job but also more aware of the sign

ificance of his or her action

(Hosen et al., 2024).

Training & Development increase the organization's ability to deal with change; the success implementation of change, whether technical (in the form of new technologies) or strategic (new product, new markets, etc.) depends on the competence of the organization's members

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Mulang

, 2015)

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Indicative Phenomena of Training and Development

There are some organizational phenomena that are categorized as indicative phenomena at the time when a need for training and development appears. If work achievement standard is unrealized, employee will be incapable of performing his duties and unproductive, while decreasing selling rate and profit are some general indications that appear in organization.

Phenomena arising from the condition, according to Belschak, F. D., & Hartog, D. N. D. (2009). are seven main phenomena in organization that needs handling as follows:

1. Low productivity 2. High absenteeism 3. High turnover;

4. Low employee morale 5. High grievances 6. Strike 7. Low profitability

Attitudes in Training on Attitude

According to (Oduwusi Oyewole Oluwaseun, 2018) the relationship between training and attitude as it 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 partnership includes participation in teamwork activities and continuous learning application. The reported findings further suggest that an employee's participation in decision making and problem solving develops organizational trust ((Oduwusi Oyewole Oluwaseun, 2018)

Employee Capacity Building as Model for Organizational

Learning, training and development can have two meanings for the employees. It can be perceived as an intrinsic motivator, as they support employees' growth, learning and development. It can also be an extrinsic motivator, because they give employees more tools they can use during their work for achieving their goals (Oduwusi Oyewole Oluwaseun, 2018).

Moreover, in the survey conducted by Sharif Hosen and Md Mizanur Rahman b, 2023), employees ranked quality of workplace learning opportunities as the first factor influencing their engagement, therefore management of organizations should help employees updating their experience and increasing their knowledge and skills through giving appropriate trainings(Oduwusi Oyewole Oluwaseun, n.d.).

Generally, it is understood that when employees get to know more about their job, their confidence increases there by being able to work without much supervision from their immediate managers which in turn builds their self-efficacy and commitment (Oduwusi Oyewole Oluwaseun, n.d.).

Benefits of Training and Development

Training and development programs offer numerous benefits to both employees and organizations, driving improved performance, engagement, and competitive advantage, include the following:

Improved Morale and Job Satisfaction:

Training improves employees' skills and knowledge, enhancing their confidence and driving. When employees feel competent and respected, their morale and job satisfaction improve dramatically.

Skill Enhancement and Reduced Errors:

Training

provides

employees with the necessary skills to perform their tasks effectively,

minimizing

the

mistakes

and improving overall job proficiency

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Increased Productivity:

Well-trained employees understand their roles better and work more efficiently, leading to higher productivity and better quality of work

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Career Growth and Opportunities:

Training provides employees with pathways for advancement and new responsibilities, fostering a sense of ownership and long-term career development

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Adaptability to Change:

Continuous learning prepares employees to adapt to evolving technologies, processes, and market demands, ensuring they remain relevant and agile in a dynamic work environment

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Enhanced Confidence:

Employees who receive training feel more confident in their roles, contributing to a positive work environment and greater engagemen

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Return on Investment

in training and Development

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ROI

TD

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By making training and development a strategic priority of the organization, and implementing it in a thoughtful and deliberate manner, a company can benefit from measurable ROI. You can measure for impact, for qualitative and quantitative ROI, and there are various ways to do so.

It is important for organizations to view training and development as an investment, not an expense, and to leverage training and development for the achievement of business/organizational goals. Investment in

employee training and development should be regarded as a capital investment where you will look for ROI.

Increased Employee Satisfaction and Retention

Investing in employee training and development helps them feel more connected, valued, accountable, focused, and a member of the team. And, while we cannot expect or desire every person to stay with a company for their whole career, it has been shown to promote employee loyalty and reduce turnover. Most individuals, by nature, desire to learn new things, broaden their knowledge and skill set, and advance as professionals.

Most people do want to be able to advance in their careers. When the organization has invested in their development, both the company and the individual can reap great rewards. Not only can training and development is a tool for filling knowledge and skills gaps, but also a mechanism for rewarding employees who are high-potentials, high-achievers.

The sub text of all training and development - particularly in-house (custom) programs - is always teambuilding. These initiatives tend to bring employees closer together, strengthen culture, and help individual team members identify new partners, collaborators, mentors and subject-matter experts within the organization (Oduwusi Oyewole Oluwaseun, 2018).

Nurturing Organizational Learning Culture

It is important to foster a learning culture at your organization, one where expectations are clearly set from the outset, and where the benefits for the employee and for the organization are shared. It is also important to be able to point to success stories within the organization, and to always walk the talk. In order to ensure their success, it is important to have a plan in place for the transfer of knowledge back at the workplace. You can encourage the employee to implement the key things

Types of training

and Development

Organizations use a range of training and development programs to improve employee abilities, facilitate career advancement, and fulfil organizational goals. Organizational requirements, industry requirements, and personnel responsibilities all influence program selection.

The following are the most common categories and best practices from significant organizations:

Orientation. Training

is designed to introduce new employees to the organization's culture, rules, and procedures, which include organizational principles, structure, safety protocols, and duties and responsibilities.

Technical training

focuses on developing job-specific technical skills for tools, software, and equipment. Frequently hands-on and updated to stay up w

ith technology advances.

Soft skills Training

is to develop interpersonal and professional skills including communication, teamwork, flexibility, and leadership. Frequently includes workshops, the role-playing and working together.

Coaching and mentoring

. Provides personal growth through direct guidance from knowledgeable coworkers. That emphasizes improved performance, skill development, and career growth.

On-the-Job Training (OJT)

enables employees to get practical experience and apply skills in

technical and operational jobs

E-Learning and Remote Training

Flexible, scalable learning through online courses and virtual sessions. Self-paced modules, interactive material, and digital tools available.

That means these categories are most important in training and development according the variety literature reviews, articles and books

Challenges Affecting Training and Development

Many organizations struggle to manage their employees, making training and growth challenging. Designating and forgetting a training supervisor/director can make training difficult and undermine organizational goals. Some people have received adequate training to plan and assess training programs and outcomes. Some training issues arise when it is considered as an aim rather than a means to an end, failure of management to assume responsibility for employee training and development.
Managers lack knowledge and competence in leading and conducting training and development.
Limited financial resources can restrict the scope, quality, and frequency of training programs, making it difficult to provide comprehensive learning opportunities for all employee.

Time constraints Employees with busy work schedules might discover it difficult to attend training, especially if sessions are rigid or lengthy.

Technical and Accessibility Barriers Employees may be unable to completely engage with training resources due to technical issues such as unreliable connectivity or unavailable learning platforms.

Lack of information regarding the nature of the training process necessary, if training sees no reason to study and master his task, little provision for work progression and benefits, and inadequate motivation to learn the job ahead.

The perspectives of senior management staff are vital to the success of a training and development program and may make training when the duties are neglected.

Conclusion

Training and development in HRM are vital for the growth and success of organizations. Companies can identify training requirements, define clear goals, select appropriate techniques, conduct engaging programs, evaluate outcomes, and assess the need for more training by following a methodical procedure. In order to improve employee training and development should increase the number of employees taking part in training and development, this can be done by providing incentives that may motivate employees to take part in training and development programs. Incentives that could motivate employees to take part in training and development include prospect of promotion or the provision of clear hierarchies in the organization so as to indicate where performance is rewarded.

The possibility of a salary increase can also be used as a motivating factor to encourage employees to take part in employee training and development programs.

It is necessary for companies who are contention for a fair market presence and competition to offer employee training and development programs to their personnel as it will help in the business profit margins as well as customer satisfaction.

Access to transfer of information on employee training and development programs can be improved by the responsible authorities.

This is important in relation to employee training and development as employees can only take part in employee training and development programs when they have access to information about them.

Recommendations

It is realized that training and development in Human Resource Management have become necessary for the improvement of particular employees' skill, capabilities, career path, and efficiencies at work to improve employee performance. To maximize the impact of training and development programs, organizations should consider the following recommendations:

• To enhance employee training and development, as well as improve performance and service delivery, it is recommended that management augment the participation of employees in training and development initiatives. One potential approach to encourage employee participation in training and development programs is through the implementation of incentives.

   • The potential rewards that may effectively encourage employees to actively participate in training and development initiatives include the promise of career advancement opportunities and the establishment of transparent hierarchical structures within an organization that clearly define where excellence is valued and rewarded.

To build a fair market presence and encourage competitiveness, organizations have to take staff training and development actions. These steps have been proved to improve business profit margins and increase customer satisfaction.

   • The enhancement of access to the transfer of information regarding employee training and development programs can be achieved through the efforts of responsible authorities. The accessibility of information plays a crucial role in employee training and development, as employees can only participate in such programs provided they possess the necessary information about them.

• By considering and addressing these influential factors, organizations can optimize their employee training and development strategies to effectively enhance employee performance, foster growth, and achieve their broader business goals.

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