

**SCHOOL OF POSTGRADUATE STUDIES HUMAN RESOURCE
MANAGEMENT RESEARCH ASSIGNMENT**

**Title:
Training and Development**

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CHAPTER ONE INTRODUCTION

1.1 Background of the Study

Training and development refer to obtaining or transferring knowledge, skills and abilities (KSA) process needed to carry out a specific activity or functions; so, the benefits of training and development both for organization and individual are strategic in nature and hence much wider. To meet the current and future challenges of organizations?, training and development assume a wide range of learning actions, ranging from training of the individual for their present tasks and moreover, knowledge sharing to improve the organization horizon and customer's service. Which focus on their career development and enrichment, thus expanding individual, group and organizational effectiveness (Niazi, 2011).

According to the dynamic developments of all work fields, the organization must develop their HR to strategic HR, because organizations cannot apply a strategic training plan unless they have a strategic human resource management system in place. In the strategic human resource management literature, strategic training is regarded as a vital way of raising employee efficiency (Richard et al., 2009). HRM is a way of connecting the human resource function with the strategic goals of the company in order to raise productivity (Bratton, 2003). Although financial return from training is difficult to determine, it can be measured in some instances. However, the evaluation of training is carried out not only in money terms, but also in terms of people, work, and power. A comprehensive assessment of training outcomes also involves assessing trainee reactions, its impact on the workplace, operating and financial outcomes, and its perceived usefulness in assisting people to carry out changes. Business organizations are operating in a complex and changing environment and technology innovations greatly influence their growth, expansion and development. To cope up with this changing environment associated with technological advancement, business organizations need to train and develop their employees. In addition, the survival and efficiency of these organizations depend, to a large extent, on the professional qualifications of their human resource. Standard trainings to fill the identified gaps in service provision have to be provided to improve employees' performance.

According to Vemic (2007), training should not be undertaken for its own sake. It must be geared to the objectives of the particular organization. It is essential to know what the present skills are

and based on the agreed objectives, what training is required to meet the objectives. Training also led the employee to the right mix of knowledge, skills and attitudes, help a job holder to perform tasks successfully (Kumpikait?, 2008). Based on the general concept and principles it is unquestionable that training is a strong and tested tool which can combat the problems of employees' obsolescence and making them up-to-date. Moreover, developing managers/supervisors' knowledge has an advantage for solving constructive problem and helps for the right decision. It is also a powerful device that can have a major impact on both employee's productivity and morale, if properly assessed and implemented. In the modern world business environment, every organization needs to have well trained and experienced personnel to perform the activities that have to be done. If the current potential job occupant can meet this requirement, training is not important. But when this is not the case, it is necessary to raise the skill levels and increase the versatility and adaptability of employees. Inadequate job performance or a decline in productivity or changes resulting out of job redesigning or technological changes require some type of training and development efforts. As the job becomes complex, the importance of employee development also increases.

1.2 Objective of the study

The main objective of this work is to know how training increases the performance of employees, and the productivity of an organization. Other objectives are to find out whether organizations have training and development programs, and if the programs are conducted for all employees. Also, to examine the hurdles in the implementation of such programs, and to find out the practical effects 3 training and development has on performance. Lastly to identify the weak areas of employee required training to be given to overcome the problems.

1.3 Significance of the Study

The prime purpose of the study is to investigate, find out and recommend issues which are related to training and development up on its effect on performance of employees which leads to develop skills and efficiency, besides to this it enables the bank to make corrective actions and concentrate on issues that might be needed to develop new systems of applications due to restructuring or going in parallel with the ever changing technological advancement and management control systems on employees performance at large. The study provides information about training and development activities of the bank in relation with its applications and analyze the effectiveness of employee's performance practice and motivating its employees in order to achieve the desired outcome, Therefore the study will have significant implications up on the bank and other business sectors to practice training and development thus to consolidate and upgrade the performance of their employees. Some of the extracts of the study will be used by the top managing bodies to make decisions and inferences as far as strategic issues are concerned. Finally, the trace of the study will be used by some other researchers as an input for further clarifications and reference.

CHAPTER TWO LITERATURE REVIEW

2.1 Introduction to the Literature Review

This chapter provides an overview of existing research on Training and Development (T&D). It outlines key theories, models, and practices that explain how training enhances employee skills and organizational performance. The review also highlights common challenges in implementing effective training programs and explores emerging trends such as digital learning and personalized training. This foundation supports the analysis of how T&D contributes to overall business success.

2.2 Over View of Training and Development

One of the main functions of human resource management is training and development. This function is believed to be the most important function which enhances employee performance in an organization. The success of any organization in the long run depends very much on the performance of its human resources. This is especially true in a service-oriented industry like banking where improvement in service has to be continuous and required to meet the ever-increasing demands of the customers. (K. Rajendran 2005). Armstrong (2009) defined “Training is the use of systematic and planned instruction activities to promote learning”. It involves the use of formal processes to communicate knowledge and help people acquire the skills necessary to perform their jobs as deserved. Thomas (1997) explains that employee training and development involves teaching and advancing employees skills that can help employees to be efficient and productive workers. Training is often conducted to familiarize new employees with the roles and responsibilities of their positions as well as company policies. Training is an organized activity for increasing the knowledge and skills of the people for a definite purpose. It involves systematic procedures for transferring technical knowhow to the employees so as to increase their knowledge and skills for doing specific jobs with proficiency. In other words, the trainees acquire technical knowledge, skills and problem-solving ability by undergoing the training program (Robert G.2011) Many companies offer continuing training opportunities for employees, focusing on skills that can improve efficiency and effectiveness. Employees who are well trained often have higher motivation and morale because they feel that the company has invested on their ability and development. This in turn results in lower turnover rates. Organizations are facing increased competition due to globalization, changes in technology, political and economic environments (Evans, Pucik and Barsoux 2002) and therefore promoting these organizations to train their employees is one of the ways of preparing them to the dynamic situation and go in line with it. Training and development must be designed and delivered to meet the needs of all employees in such a way that the employees will not be only productive but also be satisfied. Training and development have a positive impact on the employees to carry out their work more effectively, increasing their interpersonal and technical abilities, team work, job confidence and work motivation (R.Wayen, M., Robert M, Noe, & Shane P. 1999.). Training develops self-efficacy and results in superior performance on job (Svenja, 2007), by replacing the traditional weak practices by efficient and effective work-related practices (NeelamTahir, Israr Khan Yousafzai, Dr. Shahid Jan and Muhammad Hashim (2014)). Training in organizations holds the key to unlock the potential growth and development opportunities to achieve a competitive edge (Stredwick, J. 2005). Organizations train and develop their workforce to the fullest in order to enhance their productivity. Thus, knowledge, skill and abilities are determinants of employees’ performance which organizations need to continuously invest in wisely in order to improve their employees’ productivity. As Supported by (Noe, 2006), organizations spend an enormous amount of money and time on training in order to aid employee's learning of job-related competencies. Thus, it is important to fully provide the results from training efforts (Dowling & Welch, 2005). Training and development ultimately upgrade not only the productivity of employees but also of the organization. It has rightly been said, employee development is the key to organizational sustainable development. Organizations must have employees who are able to quickly adapt to an ever-changing world market. Companies need to invest in on-going employee training and development in order to both keep employees and be successful. The 21st century will be Favorable to those organizations, which are able to learn faster and adapt to changes than their competitors. Training enhances employees’ initiative and quality of work, thereby assisting them to be more committed to achieving the organizational goals and objectives and in turn enhancing employees’ effectiveness within the organization. (Adam et al, 2007).

Summarily, training and development impacting on employee productivity does not only improve the wellbeing of organizations, but also aid the prosperity of most countries that has put into consideration the design and delivery of training and development of workforce at national level. As the national policies aim to improve nation 's human capital, this optimally in turn results to the economic growth of the nation. However, it is recommended for management of organizations to give training and development of employees a priority in order to get the best out workforce and employees performance in turn improving the organization's productivity. Training is the use of systematic and planned instruction activities to promote learning. The approach can be summarized in the phrase „learner-based training?. It involves the use of formal processes to impart knowledge and help people to acquire the skills necessary for them to perform their jobs satisfactorily. It is described as one of several responses an organization can undertake to promote learning. As Tai, W. T (2006) Training and development can bring tangible benefits to both the organization and the employees. As elaborated by Harrison R (2000), the major purposes of training are:

It establishes a sound relationship between the worker and his/her job.

It upgrades skills and prevents obsolescence.

To keep pace with changing technology training

It develops healthy, constructive attitudes.

Influencing employee attitudes to achieve support for organizational activities and to obtain better cooperation and greater loyalty.

It prepares employees for future assignments.

It improves employees' satisfaction with their job.

Training is a powerful tool that breeds in the employee a sense of pride as well as belongingness.

Moreover, training can improve the relationship between the employees and their immediate supervisor

.

2.3- Distinction between Training and Development

Table 1: Difference of Training and Development

Training	Development
<p>Training means learning skills and Knowledge for doing a particular job. It increases job skills.</p> <p>The term training generally used to denote imparting specific skills among Operative employees.</p> <p>Training is concerned with maintaining and improving current job performance.</p> <p>Thus, it has a short-term perspective.</p> <p>Training is job centered in nature.</p> <p>The role of trainer or supervisor is very Important in training.</p>	<p>Development means the growth of an Employee in all aspects. It shapes attitudes.</p> <p>Development is associated with the Overall growth of management.</p> <p>Management development seeks to develop competence and skills for future performance.</p> <p>Thus, it has a long-term perspective.</p> <p>Development is career oriented in nature.</p> <p>Self-development</p>

Source: Armstrong (2006)

2.4 Why Training and Development is Needed?

2. 5 Non-Management Employees Training

It establishes a sound relationship between the worker and his/her job;

It upgrades skills and prevents obsolescence;

It develops healthy and constructive attitudes

;

It prepares employees for future assignments;

It increases productivity;

It minimizes operational errors;

It brings down employee turnover and absenteeism.

2.6 Management Development

Development places emphasis on the growth of the individual it relates to acquiring a very broad range of skills through planned activities and experiences. Management of people, handling work relationships, and leadership are typical of broad ranges of soft skills that are developed success in all these areas requires maturity of judgment (Garavan, et al., 1999). According to Isiaka (2011), Management development is concerned with developing the skills of the manager over his or her career with the firm. Management development is a dynamic process, and ideas and practices are constantly being challenged. There is no fixed end point to development, because individuals can continually improve.

Management development is designed to improve the overall effectiveness of managers in their present positions and to prepare them for greater responsibility when they are promoted (Garavan, et al., 1999). In other words, management development can be defined as the process by which managers gain the experience, skills, and attitudes to become or remain successful leader in their enterprises. Among other things, making the organization a better environment to work is the responsibility of a manager. To effectively discharge this and other managerial responsibilities organizations must provide an opportunity for managers to improve their knowledge and skills through management development program. Effective management development program helps managers at all levels to learn to perform their jobs better. Moreover, among the many good reasons for conducting development program the following are the major ones (Hameed & Waheed, 2011):

To stimulate a more creative and innovative approach to problem solving and decision making;

To broaden the manager's vision and understanding in preparation for additional responsibility;

To give the managers the opportunity to discuss ideas and problems with other people;

To teach managers how to determine the consequences of various specific

To reduce or prevent managerial obsolescence. Obsolescence can occur unless Managers are kept up with the changing methods of doing their managerial jobs.

3. CHAPTER THREE METHODOLOGICAL

3.1 Steps in Training and Development Process

Assessment of training needs

This very step tries to identify and trace out the very real importance and the worth of undergoing training and development that in turn leads to the decision approval to practice training and development. Need assessment identifies the tools that are required to ensure that employees are effective and productive, it is a tool that helps to identify course and activities that are required to produce 19 work productivity Harrison R. (200). In addition, an effective need assessment can lead and serve as basis for next steps in designing the training and development programs (Velada, R.2007). According to Noe, et al (2008), the three sources that a company should apply in order to determine the need include.

Organizational analysis

Personal analysis or individual analysis

Task analysis

Designing the training programs

This step out lays the content of the program that after the need and design has been completed considerations should be given regarding the content as it determines what employees are learning. According to Lang (1992), it is not only important to give focuses on the content but also to give emphasize to the how the content will be delivered. He outlined products that are taken up from the content which includes training lessons and guidance's, trainee resources, training and job aids, evaluation instrument, assessment on trainees knowledge skill and attitude and reviewing of implementation and evaluation of the cost.

Implementation of the training program

The process of putting the actual training accommodations in to practice that it out lays the logistic aspect of the deeds that they include food, budget, equipment and recourse. Implementation occurs when employees are actually training (Mathis and Jackson, 2008). According to Noe et al (2008), employees are likely to learn from the training if it is related to their current job or task. In addition, it is better to use acquainted concepts and materials so that they can easily learn.

Evaluation of the training program

The evaluation phase is crucial. It focuses on measuring how well the training accomplished what its originators expected. Monitoring the training serves as a bridge between the implementation and evaluation phases and provides feedback for setting future training objectives. It measures what trainees have learned and what the organization wanted employees to learn (Mathis and Jackson, 2008). The evaluation should be not only at the end of the program but also during the training and development process and any gap between the actual and the expected performance (Harisson R(2000). According to De Cenzo and Robin (2005), there are three popular methods of evaluating training Programs. 1. Post-training performance method: Evaluating training programs based on how well training was conducted measuring it based on the achieved result. 2. Pre-post-training performance method: Evaluating employees can perform their jobs after training programs based on the difference in performance before and after training. 3. Pre-post-training performance with control group method: Evaluating training by comparing pre and post- training results with individuals. The evaluation phase will help to make a proper adjustment of the undergoing training by making a corrective action if there are deviations and propose the possible solution in any way it is deserved.it will also help the checkup of the undergoing training importance and the successful implementation of the training program by giving approval on the devised method.

4. Conclusion

Training and Development (T&D) is a critical function of Human Resource Management (HRM) that directly influences employee performance, organizational productivity, and long-term sustainability. The study highlights that T&D is not merely a reactive measure to address skill gaps but a proactive strategy to enhance employee competencies, adaptability, and job satisfaction.

5. Recommendations

To maximize the effectiveness of Training and Development programs, organizations should consider the following actionable strategies:

1. Align T&D with Organizational Strategy

Conduct regular

training needs assessments

(organizational, task, and individual analysis) to ensure programs address real business challenges.

Integrate T&D with

HRM and business objectives

to ensure relevance and measurable impact.

2. Customize Training Programs

For Non-Management Employees

:

Focus on

technical skills, customer service, and compliance training

.

Use

on-the-job training, e-learning, and mentorship

for practical skill application.

For Management Employees

:

Emphasize

leadership development, strategic thinking, and change management

.

Implement

workshops, case studies, and executive coaching

.

3. Enhance Training Delivery Methods

Incorporate

blended learning

(online + in-person) for flexibility and engagement.

Use

simulations, gamification, and real-world scenarios

to improve retention.

4. Strengthen Evaluation Mechanisms

Apply

Kirkpatrick's Four-Level Model

(reaction, learning, behavior, results) to assess training effectiveness.

Use

pre- and post-training assessments

to measure skill improvement.

Track

long-term performance metrics

(productivity, retention rates, promotion rates) to determine ROI.

5. Foster a Learning Culture

Encourage

continuous learning

through incentives (certifications, career advancement opportunities).

Promote

knowledge-sharing platforms

(internal wikis, peer learning sessions).

6. Address Implementation Challenges

Secure

leadership commitment

to ensure budget and resource allocation.

Overcome resistance by

communicating the benefits

of T&D to employees.

Ensure

trainers are qualified

and programs are updated with industry trends.

7. Future Research Directions

Explore the impact of

AI and digital learning tools

on T&D effectiveness.

Investigate

cross-cultural training needs

in multinational organizations.

Study the relationship between

T&D and employee retention

in different industries.

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