

A Conceptual study on Training and Development Programs and Reimbursement to Employee and Organization

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Abstract: *Training and development describes the formal, ongoing efforts that are made within organizations to improve the performance and self-fulfillment of their employees through a variety of educational methods and programmers. In the modern workplace, these efforts have taken on a broad range of applications—from instruction in highly specific job skills to long-term professional development. It is about developing employees as an individual to make them capable and confident in their jobs, and consequently in their life. Thus it is an organized process for increasing the knowledge and skill of the employees. Consequently it is a process aimed at changing the behavior in such a way that the consequence would be useful for the up liftment of the organization.*

Keywords: *Training, Development, Employee, Organization.*

Introduction:

Training and Development: An Overview Training is often seen as a planned and systematic process of learning in the sense of acquiring, modifying, and/or developing knowledge, skills, and abilities (KSA) in order to achieve and/or improve the employees' performance in the current job and prepare them for an intended job. It is concerned with current productivity, whereas development can be seen as a "general enhancement and growth of an Employee Orientation The first step in training is an employee orientation. Employee orientation is the process used for welcoming a new employee into the organization. The importance of employee orientation is two-fold. First, the goal is for employees to gain an understanding of the company policies and learn how their specific job fits into the big picture. Every organization needs to have well trained and experienced people to perform the activities that have to be done. It is necessary to raise the skill levels and increase the versatility and adoptability of employees. Inadequate job performance or decline in productivity or changes resulting out of job redesigning or a technological breakthrough requires some type of training and development efforts. As the job become more complex, the importance of employee development also increases. In a rapidly changing society, employee training and development are not only an activity that is desirable but also an activity that an organization must commit resources to if it is to maintain a viable and knowledgeable work force.

Review of literatures:

Mel Kleiman (2000) described that the essentials parts of a worthy employee training program are constructed on orientation, management skills, and operational skills of employees. These theories are the groundwork of any employee development program. Janet Kottke (1999) described that employee development programs must be comprises with core proficiencies, appropriate structure through which organizations develop their businesses at corporate level. The basic function of the theory is to gain knowledge, cooperation, inventive thinking and resolving problem (Kottke 1999). Fundamental goals of several employee development programs are to deliver the mission of the organization and support workers to learn the culture of the organization (Gerbman 2000). These objectives provide help to the strategic goals of business by facilitating learning chances and support organizational culture (Kottke 1999). The requirements for technical training program for employees raised their job satisfaction and help to understand the culture of organization, which lead to the success of the organization. We must take care about these elements that employee should be updated with the present knowledge of the job. Employee will be more productive, if companies provide them training as per the requirement of the job.

Today most of the organizations have built up different programs for the training and development of their employees. Usually companies offered tuition reimbursement package to their employees so that they can improve their knowledge and education. It has been found by the Corporate University that almost 10 percent of employees are entitled for this benefit (Rosenwald 2000). Furthermore, only senior management and those employees who are at top level are entitled for tuition reimbursement (Rosenwald 2000). As a result thereof, many organizations conduct in-house training programs for their employees that are more beneficial and cheap. Training section of the organizations attempts to concentrate on particular job proficiency whereas the corporate department is proactive with an additional strategic approach. Training and development program is a planned education component and with exceptional method for sharing the culture of the organization, which moves from one job skills to understand the workplace skill, developing leadership, innovative thinking and problem resolving (Meister, 1998). Employee development programs includes a variety of teaching technique, schedule, and helping learning environment that ensure employee to improve their skills and later apply on their jobs (Gerbamn 2000).

The basic reason for career planning as quantity of employee training program is not merely to support employees to think that their employers are financing in their career, furthermore keep in mind that they help employees to manage various characteristics of their lives and a clear promotion track. Employers cannot make promise with employees for their job security, but they provide them opportunities to improve their knowledge and skills, so that they can remain sustain in job market (Moses 1999). Career development of the employees should be established on bright career path which employee can easily recognize and gave it worth (Nunn 2000). To achieve this purpose, employee must classify their work, work priorities and current

skills they have to do their job. Therefore, employees can start identify the jobs that would require in future and set of skills to manage those jobs (Moses 2000). As result thereof, employee should improve understanding to work, better accountability for career and strategy for action to attain upcoming goals.

Organizational Benefits from Training and Development Program 3.4.1 Market Growth Employee development programs are important for any organization to stay solvent and competitive in the market. Though it is expensive for the organization to spend the money on their employees but this investment is positive for the organizations to hold the place in the market. American Society for Training and Development mentioned two motives that are significant for employee's knowledge, first employees identify the worth of training and marketable by organization and second CEOs of the companies understand that how fast information is transferring in current business environment (Fenn, 2000). Greengard (2000) described that organizations are required to develop and maintain such learning environment for the employees that expand the knowledge of organization and competitive ability. However, employee training programs derived through a high price, but have a positive impact on return-on-investment. Microsoft, and General Electric Company are entirely large effective organizations, and these organizations realize training opportunities as an investment (Kleiman 2000). Wanger (2000) described in his study that American Society for Training and Development found an association between financing in employee development program and higher revenues from stock market. American Society for Training and Development moreover originate that companies who apply average of \$1,575 each employee on learning got 24 percent growth in gross profit and 218 percentage increase in revenue each employee instead of those who spend fewer on employee training and development, investing in employee development is a condition that is suitable for individual and organizations (Rosenwald 2000). Furthermore, employee training and development programs not only increase the profit of organizations but also provide difference within their native market. Organizations can practice training and development opportunities to support them available to the current employees, perspective employees, plus clients of the company. GSD&M's Idea U, assists employees to recognize their characters and established that it has prepared people as superior contributors to business (Petrecca 2000).

Lastly, organizations can utilize employee training and development programs to improve their appearance as best employer in the job market.

Organizational Performance Training has been defined as mainly contributing factor to the organizational effectiveness (Schuler and MacMillan 1984). Exploration on this topic recommends that investment in training and development program can be justified by the impact it creates to developed individual and organizational effectiveness (Bartel, 2000). Furthermore, the earlier researches have mentioned causation between training and effectiveness of the organization (Blundell, Dearden, Meghir and Sianesi, 1999). Bartlett (2001) recommends that one of the glitches that is usually problematic to identify, is proposing an effective calculation of performance of the organization. Blundell et al. (1999) supported this by describing

that lack of suitable data and methodological difficulties prevents the adequate assessment of impact of human capital appreciation and performance of organization. However, there is an increasing factor that Human resource management practices impacts on attitudes and work-related manners (Allen et al., 2003). To evaluate the effectiveness of training and development program it has been advised that check directly the relationship of training and organizational commitment. Further it has been revealed as certainly correlated to the efficiency of the organization (Bartlett 2001).

NEED FOR TRAINING

As Price, has observed, a training need exists when there is a gap between the present performance of an employee or group of employees, and the desired performance. Growing business performance is a journey, not an end. The success of business operations depends upon the ups and downs of the employee performances. Hence, the HR managers started looking for the methods to boost the performance and efficiency of its workforce to carry out the work today, and to train them for meeting tomorrow's goals. Training programmes were developed many years ago, but now-a-days, it has become a crucial factor in companies with certain objectives in mind. Training and development practices should boost up performance and develop the skills, knowledge and expertise of the employees.

The vital objective of Training and Development

- To improve the efficiency of employees
- To reduce wastage of time and money,
- To have quality output,
- To bring down supervision,
- To have preventive maintenance,
- To achieve optimum performance,
- To boost morale of employees,
- To prepare workforce for future challenging work,
- To reduce absenteeism,
- To bring down the grievances,
- To build career by personal growth.

ROLE OF TRAINEES:

Trainee is a major stakeholder in a training programme. The whole training programme is developed for the trainees only. Each candidate plays an important role in the transfer of training because one participant's attitude regarding the training influence the other participants and also each participant can assist by advancing the learning process to realize the training objectives. Participant's willingness to invest in the

programme is directly proportional to the benefits of the learning that the trainee could expect. Each participant forms their own perception towards training. Some perceptions remain the same during the programme, while some fade depending upon the assessment of a programme by the participant. Some personal factors that affect the trainee's learning are:

- Family Situation
- Personal Problems
- Relation between the training programme and personal objective
- Level of self esteem
- Benefits expected from training
- Comfort level with the trainer Learning style of trainee KSA of trainee Previous training experiences
- Desire for professional growth and development

Objective of the study:

- To know and evaluate the skills of the employees require to perform their jobs
- To study the various training programmed organized by the organization.

STATEMENT OF THE PROBLEM

Management development is aimed at preparing employees for future jobs with the organization. Acquiring skills and knowledge required performing various task and functions associated with their future roles.

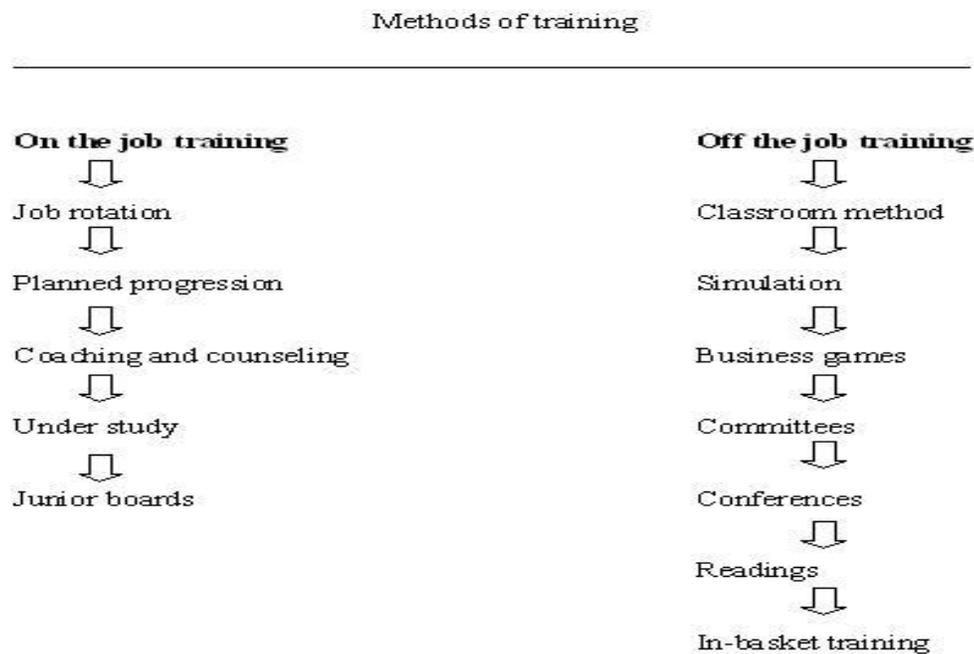
Methodology:

Research methodology:

The present study is based on descriptive in nature in the training And development of an employee and organization.

Data sources

- Primary data the present study is based on primary source and secondary source

Table no: 1 Methods of training and development**Concept of study:****Suggestion of the study:**

In this study we furthermore identify particular instructions for future research. First, we propose that the benefits of training might have a positive effect like as individual employee benefits, which later affect organizational results. However, research is required to recognize the features that enable a smooth transfer of employee development benefits on different level. Furthermore, some special questions of vertical transfer that how training and development directly influence on individual and organizational level. A conceptual model of this process is available and there has been little empirical research on this topic (Kozlowski et al. 2000).

Secondly, there is a gap existing between the applied and academic literature concerning the usage of cycle time as a factor to measure usefulness of training and development program (Holton 2003).

The size of effect on the quality of performance may not be similar as individuals and organizations recognize and apply solutions to new problems. Organizations are realizing the benefits of employee training and development programs as they are receiving pressure from the competitor market. Research is required concerning the factors that can raise the awareness of the benefits of training and development at numerous stages of exploration. This research may get help from primary studies on the effects of training and development on novelty and performance adaptability of employees and organizations. Third, while the character of affect has been recognized in the amount of reactions to training and development, affect could perform an extra central part in the training and development process in general. Previous research has concentrated on the affiliation between liking a training program and performance of employee (Alliger et al.

1997), however research has given fewer considerations to relationships between affective situations throughout training and learning program.

Aguinis (2009) defined that providing employees training and development opportunities can be perceived a meaning that the organization cares for their employees. This perception in employees may produce benefits even though training and development structure and transfer might be not optimum. In short, future research on this topic might be extent that which training opportunities are observes as a message that the organization cares for employees and create important message in current corporate world afflicted by downsizing and employee layoffs. 6.0 Implication for Practice The organizations those are capable to recognize the benefits of training that are acknowledged in this study are able to move away from observing the training purpose as an operational function (Fox 2003).

For instance, a consulting organization PricewaterhouseCoopers has decrease costs in several areas; however the organization increased its investment in employee training to around \$120 million each year. One more top consulting company, Booz Allen Hamilton, have faith in developing employees as a continuing competitive benefit and manages their learning functions as a revenue centers (Fox 2003).

Managers of these organizations select knowledge and information regarding to business concerned outcomes to make conclusions about how to assign resources including training events resources (Mattson 2005).

Training is a method that emphasizes on ideals and helpful organizational culture, including career advancement, monetary cuts and limitations, extremely competitive environments, and market driven philosophies (McGuire et al. 2005).

Evidently keep a record of the benefits of training program and it planning, delivering, and evaluating by utilizing the information involved in this study will permit the human resource management department to be a strategic organizational and move away from the undesirable suggestions related to this function (Hammonds 2005).

CONCLUSION :

In this study we take the fact of observation that training leads to important benefits for individuals and organizations. The existing analysis of literature proposes that these benefits vary from individual and organizational performance. To understand the benefits of training and development program, we implemented different level and different disciplinary perspective of employee development program. In our study we also involved the discussion, how to increase the benefits of training. These features include giving attention to the training design, delivery, and transfer of training. After completing the study on this topic we strongly believe that it is very beneficial for the organizations to develop the employee development

programs. If there is a systematic training and development program for the employees the companies will harvest its profit from the market and remain competitive in the job market. An organized and efficient development program with supportive apparatuses will significantly assist the organizations to retain the most valued human resource, especially those who have a lot of experience with the organization. If organizations are capable to support all employees in meeting their requirements then both, employees and organizations will get the long term benefits. It is also very important for the organizations to timely evaluate the success of employee training and development program.

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