

A N OVERVIEW OF- WORKFORCE TRAINING AND HUMAN DEVELOPMENT IN AN ORGANIZATION

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ABSTRACT

T *Training has become a very important tool in sharpening employees' knowledge in the dynamic competitive market environment. For this reason, it is the responsibility of organizational leaders to be aware of the importance of training and development's impact on the performance and evaluation of employees. Employee training and development assists the organization and employees in attaining diverse goals, such as improving morale, sense of security, employee engagement, and overall competencies necessary to perform a particular job. The methodology used is descriptive. This study presents a literature review on the significant of workforce training and human resource development in an Organization. It is recommended among others that employers should provide regular and constructive feedback to the employees.*

Introduction:

The emergent development in the work environment and the expansion of its frontier has deepened the scope of knowledge, skills and operational attitude expected of students of this concept. Work firmament of today show that these concepts have continued to attract more intellectual discuss. Consequently, an integrative approach is employed to underscore the strategy of developing employees in work environment. This approach raised the bar of knowledge and application of training, learning and development to Human Resources Development

Keywords: *Workforce Training, Workforce Development, Human Resource Development, Organization*

Walton(1999) defined Human Resources Development as a concept involving, introducing, eliminating, modifying, directing and guiding processes in such a way that all individuals and teams are equipped with the Right skills, knowledge and competencies they require to undertake current and future tasks required by the organization. Employees are the backbone of the organization. The accomplishments or issues experienced by the organization are contingent to the performance of its employees (Mwema & Gachunga, 2014). Therefore, it is vital for organizational leaders to recognize the importance of training and development in employee performance and evaluation.

Enhanced capabilities, knowledge, and skills are the foundation for the organization's competitive advantage in today's global market. Although a large number of researches have been accomplished in the field of training and development, it appears that organizational leaders still experience gaps and challenges in this regard. For this reason, the goal of this term paper is to provide concise information about the concept of employee training, development as well as the approaches benefits, and guidelines when implementing effective employee training and development opportunities, which ultimately enhance employee performance

The Concept of Training

Training is planned and systematic activities which are focused on enhancing the level of skills, knowledge, and competency (Nassazi, 2013). According to Elnaga & Imran, (2013), Training is focused on improving the skills necessary for accomplishing organizational goals. Jehanzeb & Bashir, (2013), stated that the concept of development can be seen as training, gaining new abilities and skills for personal growth. According to Wayne F Cascio(1995). Training consists of planned programme designed to improve performance at the individual, group, and /or organizational levels. Improved performance, in turn, implies that there have been measurable changes in knowledge, skills attitude, and/or social behaviour.

According to C B Memoria,(2000), Training is a process of learning a sequence of programmed behaviour. Training is a **short term process utilizing a systematic and organized procedure** by which non managerial personnel acquire technical knowledge and skills for a definite purpose. Training refers to instructions in technical and mechanical operations, like operation of some machine/equipment.

Training could be defined in either as a deliberate and structured effort aimed at equipping the trainee with the right knowledge, skill and attitude needed to make him more effective and efficient in the roles so defined. It could be seen as “the process that involves developing skills and learning concept, rules or attitudes in order to increase effectiveness on a particular job (Fajana,2002). According to Manju & Suresh (2011), training serves as an act of intervention to improve organization’s goods and services quality in stiff the competition by improvements in technical skills of employees. Training is viewed as a systematic approach of learning and development that improve individual, group and organization (Goldstein& Ford, 2002) in Khawaja & Nadeem (2013).

Training as a process is one of the most pervasive methods to enhance the productivity of individuals and communicating organizational goals to personnel (Ekaterini & Constantinos Vasilios,2009). Rohan & Madhumita (2012) also supported that investing in training employees on decision making, teamwork, problem-solving and interpersonal relations has beneficial impact on the organizations’ level of growth, as well as impacting on employees’ performance

The researcher views training as the process of learning, unlearning and relearning in other to improve knowledge and challenge the obvious.

The Concept of Development

Development is related to enhancing the conceptual skills of the employee, which helps individual towards achieving maturity and self-actualization. In the words of Michael Armstrong – Employee development, often referred to as human resource development (HRD) is about the provision of learning, development and training opportunities in order to improve

individual, team and organizational performance. Development is defined by Alan Mumford (1988) as an attempt to improve managerial effectiveness through a planned and deliberate learning process. According to Bernard M Bass & James A. Vaughan, (1965), Development implies the nature and change induced among employees through process of education and training. Development refers to activities leading to the acquisition of new knowledge or skills for purposes of growing. Organizations provide employees with development programmes in order to enhance their capabilities. Employee development is gaining an increasingly critical and strategic imperative in organizations in the current business environment (Sheri-lyne 2007) in Abdul Hameed (2011). Thus, organizations need to invest in continuous employee development in order to maintain employees as well as the organization success (Khawaja & Nadeem 2013).

The Need for Employee's Training and Development

The needs for employee training and development may occur at any level of the organization, such strategic, tactical or operational. Nassazi (2013) mentioned that needs occurred at the strategic level are identified by senior leaders based on organizational goals, mission, and strategy. Middle management is responsible in identifying the needs at the tactical level with the cooperation of other lines of businesses. Needs occurred at the operational level are determined by leaders at lower levels of management, which are mainly focused on individual's performance and department-specific subjects. Leaders at all levels of management are responsible not only for identifying the needs for training and development, but also for selecting the best methods, approaches, strategies, programs, implementation, and assessment venues to achieve expected individual performance and organizational results. A vital element in the process of identifying employee training and development needs is that all needs should be relevant to organizational objectives. According to Wognum and Torrington et al. (as cited by Nassazi, 2013), there are three categories of identifying employee training and development needs: (1) Resolving

problems that are focused on individuals' performance, (2) continuous improvement of working practices regardless of individual's performance issues, and (3) renewing the organization through innovations and strategic changes. Nassazi (2013) commented that, while going through the needs identification process, leaders should also be thinking about the needs to create, develop, maintain, and improve any systems pertinent to the job and required skills, in addition to the methods that will be used to implement training and development programs.

The need for training of employees arises due to the following factors:

(i) Higher Productivity:

It is essential to increase productivity and reduce cost of production for meeting competition in the market. Effective training can help increase productivity of workers by imparting the required skills.

(ii) Quality Improvement:

The customers have become quality conscious and their requirement keep on changing. To satisfy the customers, quality of products must be continuously improved through training of workers.

(iii) Reduction of Learning Time:

Systematic training through trained instructors is essential to reduce the training period. If the workers learn through trial and error, they will take a longer time and even may not be able to learn right methods of doing work.

(iv) Industrial Safety:

Trained workers can handle the machines safely. They also know the use of various safety devices in the factory. Thus, they are less prone to industrial accidents.

(iv) Reduction of Turnover and Absenteeism:

Training creates a feeling of confidence in the minds of the workers. It gives them a security at the workplace. As a result, labour turnover and absenteeism rates are reduced.

(vi) Technology Update:

Technology is changing at a fast pace. The workers must learn new techniques to make use of advance technology. Thus, training should be treated as a continuous process to update the employees in the new methods and procedures.

(vii) Effective Management:

Training can be used as an effective tool of planning and control. It develops skills among workers and prepares them for handling present and future jobs. It helps in reducing the costs of supervision, wastages and industrial accidents. It also helps increase productivity and quality which are the cherished goals of any modern organization.

The Objectives of Training and Development

According to Richard Daniels, (2017), the **objectives of training and development** are not limited to just increasing productivity and efficiency, but the busy market and ceaselessly active competition of today, demands much more than that from organizations. It's all thanks to the conditions that a company faces and the race of "growth" that has made the addition of new skills and improvement of the existing skill set, which is an extremely important aspect of a business.

Main Objectives of Training and Development

Below are the 7 main objectives of training and development that must be in your mind as a business individual.

1. Increased Productivity

For any company, keeping the productivity at its peak is as important as getting in new customers for business. Since even a slightest of the disturbance can take the business to the brink of huge losses. Moreover, to tackle with the immensely growing competition in the target market, it is important for one to increase the productivity of its workers while reducing the cost of production of the products. So, that's where the training comes as a savior of the company, jumps in the scenario and takes it out of the dangers bravely.

Training takes the current capabilities of the workers of a brand, polishes it and makes them learn and devise new and effective methods of doing the same thing, in a repeated manner. In other words, the training, if done in a proper way, can give your business a whole new look with a much powerful base as experienced workers at its core.

2. Quality Improvement

Improving the quality of the product is obviously one of the main objectives of **training and development** since it's not like those times when customers weren't such quality conscious. Today's customer knows what's better for him and what's not. Simply said, those old methods of some sweet talk and business won't work for much long, because once they know the reality behind the curtains through the services and products quality, they will leave the company as it is without giving it, even, a second thought.

Just think of it as if you and your competitor are competing for the same service with some difference in quality but at the same price, it is obvious that they will choose the one who is better at handling the task without any quality degradation. Even if your price is a little higher, then it is most likely the case that most of the customers will come to you.

3. Learning time Reduction

Keeping an eye on the learning capabilities of employees, and providing them the help which they need, can be highly beneficial in longer runs. This capability of theirs' is what that determines how quickly an employee grabs the newly discovered fact and so, shape the future products on this discovery. The weaker the capability, the harder it is to learn. But this scenario can also be supported by the usage of proper learning material and experienced instructors who prefer real-life experience than cramming. So, reducing the learning time is also one of the main objectives of training and development.

4. Safety First

Safety of anyone, either he is a worker, an officer or even a customer, is not something that can be taken lightly, especially in cases, where one knows that even a minute mistake can even lead to life threats. Therefore,

providing the knowledge, for using the equipment in a proper way and creating the life-friendly product, also belongs to one of the major objectives of training and development. The higher, the employees are better at handling equipment, the better it is both for the company and for the workers.

5.Labour Turnover Reduction

No business can flourish well while it is regularly turning over its workforce since it is obvious that every new workforce will require some time to understand the type of work, its principle and safety precautions, which lead to decreased productivity. Moreover, it also diminishes the feeling of self-confidence among the workers, and this really isn't a good thing.

On the contrary, training ensures that the company doesn't need to turn over its workforce again and again because it prepares the employees to face any situation which proves helpful in bringing in the feeling of workers. Therefore, the workforce feels safe and secure at a particular job.

6.Keeping oneself Updated with Technology

Computers and mobile phones are the miracles of the past, but the world of today is far more advanced than that. It's time for latest technologies capable of connecting the world in just a blink of an eye. Now, earthlings are trying to reach far off planets to get information about the life force present there. Newer technologies are rolling in and we could continue to list it down, but we haven't got time for that.

Training and education to the employees keep them updated with the latest of the additions to the technologies, methods, techniques and processes. Since it also opens a new gateway for them to look for a way which is greater in productivity and efficiency but decreases the need of manual work immensely.

For example, spraying of pesticides and herbicides to keep the crop healthy and safe from invaders with the help of a hand pump is a lot more tiresome work than it would be with the help of a semi-automated machinery. But how can workers know that such a type of machinery is available in a

market, which cuts the time needed in the matter of hours instead of days, without any update on what's going on around the globe?

7. Effective Management

One of the primary objectives of training and development process is to give rise to a new and improved management which is capable of handling the planning and control without any serious problem. With the knowledge and experience gathered through training, acting as the guiding light for this newly shaped management, it lets them handle the tough decisions and confusing realities thus opening the way for bigger and better opportunities for business for the cause of the brand

Approaches to Training and Development

There are three approaches to training: (1) the traditional approach, (2) the experiential approach, and (3) the performance-based approach (Rama, Etling, & Bowen, 1993).

- 1. In the traditional approach**, the training staff designs the objectives, contents, teaching techniques, assignments, lesson plans, motivation, tests, and evaluation. The focus in this model is intervention by the training staff.
- 2. In the experiential approach**, the trainer incorporates experiences where in the learner becomes active and influences the training process. Unlike the academic approach inherent in the traditional model, experiential training emphasizes real or simulated situations in which the trainees will eventually operate. In this model, the objectives and other elements of training are jointly determined by the trainers and trainees. Trainers primarily serve as facilitators, catalysts, or resource persons.
- 3. In the performance-based approach** to training, goals are measured through attainment of a given level of proficiency instead of passing grades of the trainees. Emphasis is given to acquiring specific observable skills for a task. This performance-based teacher education (PBTE) model, developed by Elam (1971), is mostly task or skill centered and is also applicable to nonformal educational organizations such as extension.

Methods of Training

There is definitely no one size fits all method of training. Each organization has its own training methods to meet certain situations and needs. Depending on what is being taught to employees, one type of training may be much more effective than another method. Below are different types of training that is widely used in organizations:

1. On-the-job Training. Training that begins from day one of starting your job. Reading manuals, continuous observation, reading your job description and asking questions are all required during on-the-job training. Many organizations use this method of training as they believe it is the most effective type as employees learn hands-on. Despite the effectiveness of on-the-job training, this is also a more stressful method.

2. Technology-Based Learning. Training and learning done so via technology including computer-based programs that include interactive multimedia and video, as well as online-based training programs. This method of training is useful for large corporations as training is unlimited and allows for more learner involvement. It is also a critical training method for employees who do not have time for on-site training.

3. Simulators. Using simulators to imitate real work experiences in order for employees to train dangerous or unexpected situations. Not as commonly used as simulators are expensive but extensively used for pilot, police and astronaut training. This method of training is important because it imitates the challenges that employees would face on the job.

4. Coaching/Mentoring. Receiving training one-on-one from an experienced professional. Employees can ask many questions and receive thorough responses that would otherwise not happen in a group/classroom setting.

5. Role Playing. Allowing employees to act out workplace issues in order to touch upon negotiating and team work skills. Role playing allows you the flexibility to train a few people or a large group. This method of training can be problematic for employees who do not feel comfortable in front of groups of people.

6. Lectures. Training done so in a classroom-type setting. This method of training allows the ability to provide extensive amounts of information to a large group of people in a limited amount of time. Many people believe this is the least effective method of training as there is a lack of knowledge retention. There is also a lack of interaction between the trainer and trainees which can make training ineffective and boring.

7. Group Discussions/Tutorials. Training done so again in a classroom-type setting. Groups of people discuss certain issues and situations. This method of training is more effective than lectures due to more interaction between trainees and trainer. Groups discussions/tutorials allow employees to voice different concerns and give them the ability to ask questions and bounce ideas off one another.

8. Management Games. Simulating real-life issues faced in the workplace. Games such as board games that simulate business situations, computer simulators, creating games that involve problem solving and implementing innovative ideas.

9. Outdoor Training. Training used to develop teamwork skills. Involves outgoing and interactive activities that gets participants to work together. Activities can include things such as rafting, rock climbing etc. This is said to be one of the most enjoyable training methods for employees.

10. Films & Videos. Often used in conjunction with other training methods. Used to keep the trainees attention and to simulate discussion on specific issues. Films and videos can be used to enhance your already existing training but can prove to be ineffective if it is the only training method implemented.

11. Case Studies. Allowing trainees to analyze and discuss real workplace issues. Developing problem-solving skills and providing examples that illustrate certain principals and theories. This type of training method can be effective since case studies can tackle a wide range of workplace topics and situations.

As you can see there are many avenues for employee training. It is an important factor to match the best training method based on the workplace situation. The most important factor is organizations should assess each

training method used and get feedback on the effectiveness in order to see their efforts improving their company productivity. It is essential to first focus on identifying what a learner needs to know and then choosing which type of training to implement.

The Benefits of Training and Development

The biggest asset of any business is its employees. Successful organizations are aware of this, and they know how important it is to invest in talent. Many studies show that companies that have dedicated employee training and development programs see not only a sharp increase in profits but also have a high level of staff retention, which is vital for sustained business growth.

Employee training and development is one of the most significant motivators used to help both individuals and organizations in achieving their short-term and long-term goals and objectives. Training and development not only enhance knowledge, skills, and attitudes, but it also offers several other benefits. The following are common benefits of employee training and development, according to Nassazi (2013): (1) It increases employees' morale, confidence, and motivations. (2) It lowers production costs because individuals are able to reduce waste. (3) It promotes a sense of security which in turn reduces turnover and absenteeism. (4) It increases employees' involvement in the change process by providing the competencies necessary to adjust to new and challenging situations. (5) It opens the doors for recognition, higher pay, and promotion. (6) It helps the organization in improving the availability and quality of its staff. It is noteworthy to remember that individuals become more productive (Bapna, Langer, Mehra, Gopal, & Gupta, 2013), because training and development programs improve individuals' skills and abilities. Even organizations offer tuition reimbursement for individuals to attend such programs (Jehanzeb & Bashir, 2013). In summary, there are several benefits that employee training and development programs offer to individuals and organizations, according to Jehanzeb and Bashir (2013): Individual Benefits: Training and

development programs help individuals in learning the soft, functional, and technical skills necessary to perform their jobs. They achieve higher level of job satisfaction, because they feel they are investing in their own future. They feel that their role within the organization has a real purpose. Since the individuals' loyalty tends to increase substantially, they invest more of their time and effort in achieving the bottom line for the organization. Individuals tend to proactively seek opportunities to acquire innovative skills, to experience diverse roles and responsibilities, and to look for additional personal and professional development. Such tendencies increase their confidence, self-esteem, and job gratification. Training and development enhances the overall performance of individuals.

Organizational Benefits: Training and development programs assist organizations in staying competitive in the marketplace. According to Wanger (as cited by Jehanzeb and Bashir, 2013), the American Society for Training and Development (now called the Association for Talent Development) found that there is a relationship between financing in employee training and development programs and higher revenues from stock market. Organizations that invest an average of \$1,575 per employee on learning, received 24% growth in gross profit and 218% increase in revenue per employee. As a result, training and development programs help organizations in retaining their talent, differentiating themselves against other organizations, improving their appearance as best employer in the job market, and increasing the overall organizational effectiveness. Every organization is responsible for improving employees' performance by implementing relevant and effective training and development programs. Since employees are the most important assets of an organization, it is crucial to sustain such a notion. Organization must optimize the contribution of its employees by ensuring a suitable source of staff that is functionally, technically, and socially capable of growing into specialized or managerial roles (Nassazi, 2013). Overall, organizations that proactively implement employee training and development programs receive positive results from the individuals that use the programs (Jehanzeb & Bashir, 2013).

1. Higher Capacity for the Adoption of New Methods and Technologies

The advantages of employee training and development for an organization can be tremendous, especially when it comes to adopting new technologies, processes, and models. However, in today's ever-changing business landscape, one-off employee training is not enough. To reap the full benefits of employee training and development, organizations need to upskill the workforce consistently. This allows employees to quickly adopt the latest technological developments, which they can use to speed up innovations in processes and products.

2. Employee Training and Development Helps Companies Keep Pace With Changes in the Industry

Modern companies need to develop continuously, which is why training is essential for employees. The importance of employee training is paramount, particularly when you are trying to keep up with industry changes, rules, and regulations. Having up-to-date knowledge about your industry will help you stay ahead of the competition.

3. Employee Training and Development Increase Job Satisfaction and Morale

There are many advantages of training and development for an organization, but the benefits of employee training and development also impact employee career growth as well. When employees sense that their employer is helping them to improve their skills and knowledge base, they feel motivated, and this increases their job satisfaction and morale.

4. Lower Employee Turnover Is One of the Main Benefits of Training to Employers

Getting an opportunity to learn new skills and gain knowledge is why training is important for employees. Still, for an organization, employee training is worth the investment because it translates into decreased employee turnover. Continuous employee training and development, experts agree, is the key to retaining skilled employees, which saves thousands of dollars.

5. The Ability to Attract High-Calibre Talent Is One of the Prime Advantages of Training and Development for an Organization

An organization that prioritizes employee training and development sets a benchmark, which draws in top-level talent. According to various surveys, job seekers consider employee training and development as a major benefit. From a company's viewpoint, retaining a skilled workforce and attracting quality talent are the two main advantages of employee training and development.

6. Employee Training and Development Helps Maintain Skill and Knowledge

Every skill requires regular practice. Otherwise, mastery over it is lost. Periodic employee training programs serve as refresher courses for your employees, which not only helps them sharpen the skills they have already learned, but it also enables your organization to maintain a high level of skill and knowledge.

7. Employee Training Gives Your Company the Much-needed Competitive Edge

In the present-day business environment, innovations, industry trends, and technologies are always changing. In this scenario, to stay ahead of your competitors, you must recognize the importance of training your employees. When you have robust employee training and development programs in place, your employees will better adapt to the changes, giving your organization the much-needed competitive advantage.

8. Employee Training and Development Create Scope for Internal Promotions

The advantages of training and development for an organization are varied. One of the major benefits of training to employers is that employee training helps fill internal promotion positions. This is a cost-effective solution, as hiring new talent is an expensive affair. Plus, your existing employees are well acquainted with the organization's operations and work culture, so they can start working instantly.

Distinction Between Training and Development

Although the terms training and development appear synonymous, there is recognized difference between these concepts. Earlier training programmes stressed preparation for an improved performance in largely specific rank and file jobs. With growth of organizations several problems developed specifically at supervisory level. Accordingly, supervisory training programmes were launched enabling them to deal with distinctive problems of managerial personnel. Thus the concept training was degraded. As managers themselves remarked training is for dogs, people are developed. Today, the terms development and education are more suitable than the term training. It is not the training but the full development of personality that enables the human resources to exert their full potential. Accordingly training and development programmes are combined for developing skills as well as basic attitudes, leading to continued personal growth. Training is a learning process in which employees get an **opportunity to develop skill, competency and knowledge** as per the job requirement. Development is an educational process which is concerned with the overall growth of the employees. To improve the work performances of the employees.

Training refers to an education process in which employees get a chance to develop skills, competency and learning as per the post duty requirements. So simply we can say it is a process of increasing knowledge and skills of an employee. Trainings are performed in an aim of improving knowledge and skill that are needed to perform their existing jobs. That's why it is short time/term focused and for a fixed duration. Mainly it is the result of initiatives, taken by management and it is a result outside motivation.

Development refers to an informative process which mainly helps in understanding about the overall growth and improvement of the skills of the employee. So simply we can say it is a process of learning and growth. Developments are performed in an aim of improving knowledge and skill to face future challenges. That's why it is long time/term focused, which

takes place throughout the life of a person. Mainly it is the result of initiatives, taken by self and it is a result of self-motivation.

Difference between Training and Development

S/N	Classification	Training	Development
1	Meaning	Training means learning skills and knowledge for the particular job.	Development means growth of an employee in all aspects.
2	Use	Training is used for imparting specific skills.	Development is used for the overall growth of the executives.
3	Nature	It is job related in nature.	It is career-oriented in nature.
4	Perspective	It has short-term perspective.	It has long-term perspective.
5	Aim	The best possible performance on the specific job by the employee.	The best possible utilisation of the employee capability.
6	Scope	Training is limited in scope and is part of development.	Development is a wider term and includes education, learning and training.
7	Level of Involved Person	It is imparted to lower level employees or junior managers.	The level of development is higher and concerns with senior managers
8	Depth of Knowledge	Deep knowledge is provided.	Development does not provide deep knowledge and simply facilitates growth.
9	Initiative in Learning	Initiative of learning is not on the employee, but on the organisation.	Initiative of learning is on the employee, not on the organisation.
10	Duration	It is imparted for fixed period.	it is an unending practice in the company.

Training Specific Issues

There are numerous types of training in HRM that are of immediate benefit to the new hire. Selecting the correct employee training techniques

provides flexibility that allows you to tailor your guidance to the employee's individual learning style, which maximizes the efficiency of your new associate while minimizing the time it takes to get them up to speed regarding their day-to-day operations. As mentioned, it is important to remember that training efforts are short-term and aimed at achieving a definite purpose.

When analysing the training needs of your employees, employee training techniques seeks to affect a suitable change in the employee's behaviour that is linked in terms of your company's needs and the professional demands of the individual worker. Identifying the correct training need of your employee first begins by anticipating whether your hire needs help to complete a specific work-related task or routine, which is obviously a different form of training need than if the employee was having difficulties understanding the organizational structure of your firm.

Obviously, while these barriers are completely different in nature, they both represent a situation in which both the employee and organization suffer. Conversely, should the problem arise from a personal or professional failing of the individual, a comprehensive training program acts as a roadmap to successful rehabilitation of the employee should their manager see the long-range potential of the wayward employee as worth the effort.

Once you have located the source of the problem, you can then target specific employee training techniques to address the specific problem. .

The best way to learn any job position is by rolling up your sleeves and diving into the task. As such, on-the-job training is considered the best way to quickly train your employee in the performance of their duties. The method allows the employee to gain expertise over a specific task while gaining the confidence to improve their job performance. The success of this method requires that the employee be closely monitored by their immediate supervisor to ensure that poor habits do not get inculcated into their daily work routine.

Development of Specific Issues

Employee development methods differ from training methods in that they are specifically targeted at learning activities that encourage long-term growth that is aimed at future needs rather than present problems. A forward-thinking learning and development ppt seeks to link the relationship between employee development and organizational development. The life-breath of any organization is found in its staff. Ensuring that the organization will thrive is dependent on having a cadre of workers to carry the company into the future. The best place to find that cadre is within your current workforce.

One of the primary problems faced by firms is employee turnover. By helping them to develop professionally, however, employees feel a connection to the company that inspires a sense of common purpose and loyalty that boosts their career while contributing to the long-term growth of the firm. Perhaps one of the most salient development programs includes a comprehensive mentoring program that pairs talented workers with seasoned professionals that work together plotting out the former's career path moving forward. As mentioned, the ultimate success of developmental programs is dependent on making sure that there are equal benefits to both the staff member and the company.

Another excellent developmental approach is found in a group development setting. This situation lets workers advance their professional positions based on the feedback and actions of their peers, and provides a clear indication of which employment assets are better poised to assume leadership roles within the group. The strengths of any organization are based on the compilation of numerous skill sets, and the group development style of learning is a proven method to achieve tangible results. As mentioned, the key to success is found in the relationship between employee development and organizational development. A symbiotic relationship, pairing employee success with long-term organizational success is in the best interest of all parties concerned.

Beyond training your employees to complete the tasks assigned to them daily, your company development program seeks to produce a proactive,

rather than a reactive solution to meet the needs of your firm moving far into the future.

Human resource directors know the expense of hiring and training new workers, so it just makes sense to invest in the quality talent that you already have within the fold, and nothing is more indicative of a promising long-term employee than being able to watch their continued growth as they adapt to new responsibilities.

Conclusion

After being recruited in an organization, employees are made to undergo training so as to be able to fulfill the requirements of their job more efficiently and effectively. Through training, employees are able to learn the activities they are supposed to carry out as part of their jobs before actually doing it. A significant outcome of training is that employees learn new skills and knowledge and get to know about the rules and policies of the organization so that they can work accordingly.

On the other hand, growth and development stems from experience. Once employees have become experienced in the organization, they need to undergo further development so as to face different challenges in the future. Development concentrates on not just those activities that enhance the way employees carry out their job-related tasks, but also that bring about an improvement in their overall personality and attitude.

Despite the differences, the ultimate objectives of the two are the same. They both seek to improve the practical knowledge of the employees so as to enable them to enhance their performance. This would eventually lead to achieving the goals of the organization more efficiently and effectively.

Recommendations

Employers should learn more about their employees by communicating with them.

Match learning experiences to their employees' need.

Provide regular and constructive feedback.

Employers should evaluate the capacity of the employees.

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