



Role of Training Program for Employee Development

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ABSTRACT

Effective employee development is crucial for organizational growth and success. This article explores the impact of structured training programs on enhancing employee skills, performance, and career progression. It discusses key components of successful training initiatives, including needs assessment, tailored learning paths, and outcome measurement. The article also highlights best practices for designing training programs that align with both employee aspirations and business goals, driving productivity and retention. A primary study of 100 samples from small-scale industries in Belagavi, Karnataka, used random sampling and personal interviews to gather insights.

INTRODUCTION

Since the beginning of the twentieth century and especially after World War II, training programs have become wide spread among organizations in the United States, involving more and more employees and expanding in content. In the 1910s, only a few large companies such as Westinghouse, General Electric, and International Harvester had factory schools that focused on training technical skills for entry-level workers. By the 1990s, forty percent of the Fortune 500 firms have had a corporate university or learning center. In recent decades, as the U.S. companies are confronted with technological changes, domestic social problems and global economic competition, training programs in organizations have received even more attention, touted as almost a panacea for organizational problem. Organization and individual should develop and progress simultaneously for their survival and attainment of mutual goals. Therefore, every modern management has to develop the organization through HR development.



Employee training is a specialized function and is one of the fundamental operative functions for HR management. Training is must for all categories of workers in all types of establishments. In modern industrial organization, the importance of training is widely recognized now. Every company aims so have systematic training program for the growth of and development of employees. It is very necessary for survival and growth. Today's organizations are in the minds of challenges.

The term training is generally to denote imparting or teaching of special skills. It is a means adopted for achieving greater competence. Training means teaching a basic skills and knowledge necessary for a particular job or a group of jobs. Training enable the employees to get acquainted with jobs and also increase their attitudes, skills and knowledge, training employee's means providing them with the information and skills they need to successfully perform their jobs. In involves systematic procedures for transferring technical knowhow to the employees to increase efficiency. Training is a Planned Process to modify Attitude, Knowledge, Skill, behaviour etc., through learning to acquire effective performance in an activity on range of activities. The Performance of training is to develop the ability of an individual to satisfy current and future manpower needs. Training is a short-term educational process and utilizing a systematic and organized procedure by which employees learn technical knowledge and skills for a definite purpose.

Human Resource Management involves planning, acquiring, training, and developing people to meet organizational goals. Employees must adapt to the organization's and global needs, achieved through a structured activity: Training. Training teaches sequences of behavior, applying knowledge and guiding rules & procedures. It brings positive changes in employees' knowledge, skills, and attitudes, bridging gaps between their abilities and job demands. Since training requires time, effort, and money, organizations should carefully design programs. Clearly identify objectives & needs, choose suitable training methods, and take feedback via questionnaires to assess if training was an investment or expenditure.

TRAINING AND DEVELOPMENT- A PROLOGUE:

Intensifying business performance is an expedition, not a destination. The success of business operations depends upon the difficulties 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 goal. Training programs had developed many years back, but now days; it became 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 is to build up right ability and capability in the labor force so that they can perform to meet the needs, wants and expected returns of the employer.

Definition:

- Edwin B.Flippo “Training is the act of increasing the knowledge and skill of an employee for doing a particular job”
- Richard P.Calhoon, "The process of aiding employees to gain effectiveness in their present and future work"

The training procedure comprises of three phases:

Phase 1: Pre-training: - This may also be called as the preparation phase. The process starts with an identification of the circumstances requiring more efficient performance. A firm’s concern prior to training lie primarily in four areas: Clarifying the precise objectives of training and what the organization expects to make use of the participants after training; selection of appropriate participants; building favorable expectations and inspiration in the participants before training; and planning for any changes that improved task performance requires in addition to training.

Phase 2: Training: - During the course of the training, participants focus their attention on the new impressions that seem useful, thought-provoking and engaging. There is no guarantee that the participants will in fact learn what they have chosen. But the main reason remains; trainees explore in a training situation what interests them, and a training institution’s basic task is to offer the required opportunities.

Phase 3: Post-Training: - This may be called as the “follow up” phase. When the trainees go back to job after attending the training, a practice of adapting change begins for each one participated. The newly acquired skills and knowledge undergo modification to fit the work condition. Participants may find their organizations offering support to use the training and also the support for continuing contact with the training institution. On the other hand, they may step into a quagmire of distrust. More effective behavior of people on the job is the prime objective of the training process conducted by an organization as a whole.



The importance of training and development:

1. **Optimum Utilization of Human Resources** – Training and Development helps in optimizing the utilization of human resource that further helps the employee to achieve the organizational goals as well as their individual goals.
2. **Development of Human Resources** – Training and Development helps to provide an opportunity and broad structure for the development of human resources' technical and behavioral skills in an organization. It also helps the employees in attaining personal growth.
3. **Development of skills of employees** – Training and Development helps in increasing the job knowledge and skills of employees at each level. It helps to expand the horizons of human intellect and an overall personality of the employees.
4. **Productivity** – Training and Development helps in increasing the productivity of the employees that helps the organization further to achieve its long-term goal.
5. **Team spirit** – Training and Development helps in inculcating the sense of team work, team spirit, and inter-team collaborations. It helps in inculcating the zeal to learn within the employees.
6. **Organization Culture** – Training and Development helps to develop and improve the organizational health culture and effectiveness. It helps in creating the learning culture within the organization.
7. **Organization Climate** – Training and Development helps building the positive perception and feeling about the organization. The employees get these feelings from leaders, subordinates, and peers.
8. **Quality** – Training and Development helps in improving upon the quality of work and work-life.
9. **Healthy work environment** – Training and Development helps in creating the healthy working environment. It helps to build good employee, relationship so that individual goals aligns with organizational goal.
10. **Health and Safety** – Training and Development helps in improving the health and safety of the organization thus preventing obsolescence.



Methods of Training

A wide range of training methods have been developed over the years by various organizations that training expert. A description of the most popular training technique is a follow:

I. On the job training: On the job training is considered to be the most effective method of training a person to learn a job while working at it. Under this method the worker is giving training at the work place by his immediate supervisor. Here the worker learns in the actual work environment. Actually it is based on the principle of learning by doing. On the job training is suitable for importing skills that can be learnt in a relatively short period of time. It permits the trainee to learn on the equipment and in the working environment. There are several types of on the job training some of them are discussed below:

- 1. Coaching of understand:** Under this method the employee is trained on the job by an experienced worker or trainees, supervisors. Here the supervisor imparts job knowledge and skills to his subordinate.
- 2. Job rotation:** Job rotation is an employee moves from job to job at planned intervals is other on the job training technique. The trainee as periodically rotated from job to job instead of sticking to one job so that he acquires a general background of different jobs. Job rotation is used by much organization to develop all round workers. The employee learn new skill and given new experience in handling different kinds of jobs.
- 3. Apprenticeship training:** Apprenticeship training is a structured drogue by which individuals become killed workers through –a combination of class room instruction and on the job training. The trainees receive wages while learning and they acquire valuable skills.
- 4. Assignment or project:** This is a form of exercise which requires trainees to complete a definite generally with in a limit such tasks should be based on actual problems facing the trainees, department or organization. E.g. a high accident rates and cutover complaints. These exercises are used to give trainees practical experience in applying the knowledge and skills learned previously through formal education or learning.
- 5. Job instruction training:** Many jobs consist of a logical sequence of steps and are best taught step by step. This step by step porous is called job instruction training. To begin first we have to list all necessary steps in the job each in its proper sequence. Alongside each step also list a



corresponding key point if any. The steps show what is to be done. While the key point's shows how it is to be done and why.

II. Off the job training: Off the job training requires the worker to undergo training for a specific period away from the work place. There are several off the job methods of training as described below:

- 1. Lecture method:** Straight talks without group participation other than through question at the end. It is more associated with imparting knowledge than with skills, lecturing is a quick and simple way to providing knowledge to large groups of trainees. The advantage of lecture is that it can give information quickly to a number of people at the same time.
- 2. Conference or discussion:** Conference implies sharing save information with an audience of a large member of the people. It is conducted in a big hall where the participant are allowed exchange their views and raising queries. A conference is a meeting conducted according to an organized plan. As a member of person can learn from others by comparing his opinions with these of others. So it is an effective training device.
- 3. Case study:** A case study is a record of real situation given to trainees to analyses and discuss. Here the trainees are given a case which is more or related to the concepts and principle taught. They analyses an opportunity to apply his knowledge to the solution of realistic problems.
- 4. Group conference:** This is an interchange of idea and experience among the participants who are guided to achieve the training objectives. It can be used to give trainees an opportunity to learn from the knowledge and experience of others.
- 5. Program instruction:** In recent years this methods has become popular. The subject matter to be learned is presented in a series of carefully planned sequential units. These units are arranged from simply to more complex levels of instruction. The trainee goes through this unit by answering questions or filling the blanks. This method is expensive and time consuming.
- 6. Vestibule training:** Vestibule training is a technique in which trainees on the actual or stimulated equipment they will use on the job but are actually trained off the job. Here an attempt is made to duplicate the actual material as clearly as possible.
- 7. Role play:** It is define as a method, of human interaction that involves realistic behavior in imaginary situations. This method of training involves action, doing and practice. The participants play the role of certain characters such as the production manager, mechanical engineer,



superintendents, maintenance engineers, workers and the like. This methods major limitation of the lecture methods is that it does not provide for transfer of training effectively.

METHODOLOGY

Small-scale industries scattered in Belagavi city dealing with casting of iron, heavy boiler welding works, steel rolling for building constructions and iron bolts and nut fabrication forms the population of the study. The researcher selecting 100 respondents for the study through simple random sampling techniques the sample design was probability simple random sampling with convenient method. Equal opportunity was give. For selection and their selection is in no way influenced by personal bios and predication of the researcher. Data collection included both primary and secondary data; the tool used for data collection is through a personal interviews. The investigator collects secondary data through some books, recent journals and from various textbooks.

Objectives of the study

1. To assess the value of communication in training.
2. To study the nature and type of training programs offered in the factory.
3. To examine the training need assortment done in the factory.

RESULTS

Table No 1 Personally Benefited from the training Program

Personally benefited from the training program	Percentage
Always	56%
Some time	42%
Never	02%

Sources: Field Survey.

The above table no:-1 show the personally benefited from the training program out of 100 respondents.(56%) of the respondents expressed that training program has benefited personally, and (42%) of the respondents that training program sometime benefit personally, and only (02%) of the respondents that training program never that benefit personally.It means majority of the respondents respond that training have benefited. This shows that training benefited the organization, individual and



in the formulation of policies and in maintenance of relations, helps the individual in making better decisions and effective problem solving.

Table No 2. Opinion about training method

Opinion about training method	Percentage
Very good	36%
good	34%
Average	30%

Sources: Field Survey.

The above table no:- 2 show the opinion about training method, (34%) of the respondents feel that training program conducted by the management is good, (36%) of the respondents feels that training program conducted by the management is very good, whereas (30%) of the employees feels that training program conducted by the management is average. Thus from the above chart it is clear that majority (36%) of the respondents opinion that the training program very good, this is because training effected employees performance during training period they got sufficient knowledge and skill from the training.

Table No 3. Satisfied about training method

Satisfied about training method	Percentage
Very much	56%
mostly	26%
To some extent	18%

Sources: Field Survey.

The above table no:-3 clearly show the satisfied about training method out of 100 respondents majority. (56%) of the respondents very much believe the training program is very effective in this organization and (26%) of the respondents mostly believe that training is effective and only (18%) of the respondents to some extent believe that training is effective. From the above data it is found that majority of the respondents are satisfied with the training provided to them and it has been effective.

Table No 4. Assessment of training program

Assessment of training	Percentage
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program	
Three months	02%
Six months	12%
Once in a year	68%
Rarely	18%

Sources: Field Survey.

The above table no 4 clearly show the assessment of training program out of 100 respondents majority, (68%) of the respondents, once in a year, (18%) of the respondents rarely, and (12%) of the respondents, six months, and (02%) of the respondents opinion that assessment of training in three months. Training programmes is effectiveness in the industry, in once in a year, its helps to assess the employees knowledge and job.

SUGGESTIONS

- 1) **Customize Training:** Tailor programs to address specific skill gaps and career goals.
- 2) **Continuous Learning:** Encourage ongoing development through workshops, e-learning, and mentoring.
- 3) **Measure Impact:** Use metrics like performance improvements and employee feedback to refine programs.
- 4) **Employee Involvement:** Involve employees in planning training to boost engagement and relevance.

CONCLUSION

Training programs play a pivotal role in enhancing employee skills, boosting performance, and fostering career growth. By aligning learning initiatives with business goals and employee aspirations, organizations can drive productivity, retention, and overall success. Training is important because it represents a good opportunity for employees to grow their knowledge base and improve their job skills to become more effective in the workplace.



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