



“Effect of training and development in attaining organizational goal.”

Dr. Lasya.KR^[0000-0002-0571-3304]

¹Associate Professor, Department of Management Studies,
Surana College, Bangalore.

Prof. Soumya.KR

²Assistant Professor, Department of Management Studies,
Surana College, Bangalore.

Prof. Rinku Modoor

³Assistant Professor, Department of Management Studies,
Surana College, Bangalore.

ABSTRACT

Effective manpower training and development programs play a crucial role in shaping the success and competitiveness of organizations in today's dynamic business environment. This study aims to explore the impact of manpower training and development on achieving organizational goals. The research examines the various dimensions of manpower training and development, including skill enhancement, knowledge acquisition, attitude development, and overall employee performance improvement. The role of training needs analysis in identifying skill gaps and designing targeted training interventions. It explores the use of various training methods and techniques, including classroom training, on-the-job training, off the job training, mentoring, coaching, and e-learning, and their effectiveness in enhancing employee capabilities. The study concludes by emphasizing the significance of a systematic approach to training and development, where organizations invest in developing their workforce to align with strategic goals.

Key words: manpower training, development programs, skill enhancement, productivity, quality improvement, on-the-job training, off-the-job training.

INTRODUCTION

Manpower training and development are critical in assisting organizations in achieving their aims and objectives. Organizations recognized the importance of investing in their employees' skills and expertise in today's fast-paced and competitive business climate. This proactive strategy guarantees that employees have the skills and competences they need to contribute effectively to the organization's success. Employees and

the organization as a whole gain greatly from training and development program. For starters, these programs improve employees' skills and capabilities, allowing them to perform their job tasks more efficiently and effectively.

Organizations may guarantee that their employees are up to date on the newest industry trends, technology, and best practices by providing them with the essential training. In day's dynamic and competitive business world, organizations face several problems in attaining their goals and retaining a sustainable edge. One critical component that contributes greatly to their success is the development and efficacy of their employees. Human resource training and development are critical in improving employee skills, knowledge, and competences, hence driving organizational goal achievement.

Importance of Training and Development in an Organizational Development

- Address employee weaknesses
- Improve worker performance.
- Ensure consistency in duty performance.
- Boost worker satisfaction
- Increase productivity.
- Enhance quality of service and products
- Reduce costs.
- Decrease the need for supervision.

THEORETICAL BACKGROUND

The achievement of organizational goals is heavily reliant on the efforts of its human resources. No organization can live without the efforts of its employees, which is why management in any organization must see the human element as the most important ingredient in sustaining the organization's growth and long-term survival. For long-term development and constant productivity growth, management must actively participate in workforce training and development programs, because training bridges the gap between real and expected performance.

Training is a deliberate and planned attempt to improve skill and attitude to promote organizational productivity. Apart from enhancing productivity, it also trains individuals for higher positions and keeps them calm when presented with hard tasks.

RESEARCH DESIGN AND METHEDODOLOGY

Review of Literature

(**Rawashdeh, 2021**) Human resource management relies heavily on training. It is widely recognized as the most beneficial human resource practice, contributing greatly to organizational competitiveness. Nowadays, it appears that a significant number of corporate organizations place a high value on training activities as one of the human resource practices crucial for developing organizational commitment among employees. Employees are regarded as the most significant asset of any organization. As a result, firms must invest in programs such as training to increase their performance and competencies. Many companies have a dedicated training department to help them develop their employees. Organizations may keep their employees up to date and provide them with the essential information, skills, and experiences by offering a series of courses.

(**Alamri and Al-Duhaim, 2021**) Training is regarded as an important human resource strategy that can provide numerous benefits to both the firm and its employees. For example, it motivates employees, introduces new technology and procedures, develops their skills, and plays a significant role in increasing organizational commitment and minimizing turnover. As proven by psychological contracts, providing staff with training can greatly boost organizational commitment. It is reciprocal conduct and attitude from employees at all levels based on their recognition of the organization's efforts to improve their abilities, skills, and experiences while also providing them with opportunities for future progress. Employees frequently see the organization's investment in training programs as an indication of job stability.

(**Ashar et al., 2019**) The degree to which employees believe they can access training options given by their employers is characterized as training perceived availability. It has something to do with actively participating in the organization's training initiatives. Prior employees with a positive opinion of training have a positive association between perceived training availability and affective commitment. These findings show that increasing knowledge of training activities may help organizations boost affective commitment. Several studies have found a strong link between perceived training availability and emotional and long-term commitment. Employees value training support since it is a critical component of creating a successful work environment for their development.

(**Kadiresan et al., 2019**) The perceived advantages of training may provide numerous benefits to both individuals and organizations. Employees benefit from job security, employee loyalty, and job happiness. Personal and professional motivation and rewards, employment, and career progression the benefits to the organization are mostly related to improved performance, productivity, profitability, efficiency, effectiveness, and operational income, as well as extra benefits such as improved firm reputation, fewer staff turnover, talented individuals, and cost reduction. According to previous study, employees who understand the benefits of training are more focused and motivated to participate in training programs. Training's perceived advantages Training may provide numerous benefits to both individuals and organizations. Employees benefit from job security, employee loyalty, and job happiness. Personal and professional motivation and rewards, employment, and career progression.

(Memari et al., 2019) Only dedicated personnel will stay with the company and work hard to achieve its goals, therefore organizational commitment is vital for enterprises to recruit and retain qualified individuals. Many conceptualizations of organizational commitment have arisen in recent years. Various definitions of organizational commitment can be found in the literature. Most of these definitions are generic in nature, referring to the employees' relationship with the organization. According to other definitions, organizational commitment covers human relations issues such as turnover, job satisfaction, employee performance, and accomplishing organizational goals and objectives, and is thus critical to enterprises. Traditionally, organizational commitment has been defined as a company's ultimate belief in and embrace of its values and goals.

(Devi & Shaik, 2018) Manpower is the foundation of all resources, and it is the only method for other resources to be converted for human use and benefit. As a result, how well we develop and deploy human resource capabilities will decide how far we can advance as a nation. Every human organization is built around people. Even in industrialized countries, where machines and technology have improved, manpower remains critical. Training is thus the key to unlocking potential prospects for growth and development to acquire a competitive advantage. Organizations in this context completely train and develop their employees to maximize their effectiveness. The importance of training as a critical function

(Ezeani & Oladele, 2018) Human resource development and training are crucial to the success of virtually all commercial enterprises. The paucity of information, skills, and capacities among public officials from Asia, Africa, and Latin America is startling. To ensure an appropriate supply of workers who are technically and socially competent, as well as capable of progressing into specialized fields or management roles, training is essential. As a result, there is a continual need for staff growth, and training is a critical component of this process. As a result, training should be regarded as an integral part of the whole quality management process. that the severity of competition has had a significant impact on people's perception of the importance of training in recent years

Fanibuyan (2017) Training is defined as the systematic process of changing employees' behavior and or attitudes to increase organizational goals, and development is defined as a program generally aimed at educating supervisory employees above and beyond the immediate technical requirements of the job, with the main goal of improving the effective performance of all managers. Training is the application of previously gained knowledge and experience. Training is defined as a structured activity that aims to convey information and/or instructions to the recipient to improve his or her performance or assist him or her in acquiring a specific level of knowledge or aptitude. Development can be described as the quantitative transformation of man's physical and biological environments through the utilization of human resources.

(Adams, 2017) Training and development is the practice of providing employees with training, workshops, coaching, mentoring, or other learning opportunities to inspire, challenge, and motivate them to perform the functions of their position to the best of their abilities while adhering to local, state, federal, and licensing organization guidelines. A structured training program offered by a company is an attempt to give

opportunities for employees to develop job-related skills, attitudes, and information. Through training, employees are taught to feel like members of the organization's family. As a result of their training, all employees experience a sense of belonging. It promotes professional development and enhances personnel capabilities. It also results in a better knowledgeable workforce with fewer mistakes. Increasing workplace happiness and morale, as well as worker motivation and retention

Omodia (2016) Manpower development refers to the existence of untrained or skilled persons who require training or retraining to perform specific activities in society. There is no doubt that human resource development is organizationally specific. This is since it is mostly governed by the number of organizational personnel necessary or the job definition. It is the adaptation of a country's human resources to a certain organization's objectives, goals, and attitude. Personnel development is concerned with generating the people resources essential for effective organizational performance. Its purpose is to teach employees new techniques or skills connected to the performance of their tasks. Human resource development is a process that tries to increase the utilization of an organization's human resources.

(Oyitso and Olomukoro 2016) Training and development of human resources are key elements for organizational effectiveness. As a result, corporate training and development programs significantly contribute to the achievement of organizational goals, expose employees to higher responsibilities, and place them in the establishment hierarchy. Training is undoubtedly meant for all organizational participants to integrate the entire company for best performance. Suggestions for personnel training include On-the-job training/coaching/orientation, apprenticeship, demonstration, vestibule formal training, and others all share this attitude. On the other hand, additional job instruction, counselling, delegating, learning from more-experienced colleagues, special project, and so on to the job training that is organized at the employees' working site; while group discussion program instructions, simulation as off-the-job training.

(Spreight in Eneanya 2015) An organization is technically efficient if it can meet societal demands. In this sense, adequacy refers to the ability and competence to perform the desired services. The efficacy of a company measures how well its goals and objectives have been met. According to this school of thought, achieving organizational performance needs the utilization of competent persons who have the requisite skill, knowledge, and attitude. They continue by stating that learning the required skills, knowledge, and attitude can only be accomplished through a systematic and planned training and development program. To improve organizational effectiveness, training and development are required. Training is a tool for improving one's input-output ratio.

(Tai, 2014) Organizations realize their limitations in coping with new difficulties in the fast- changing economic sector and the unpredictability of the environment, on the other hand, believes that corporations should invest in training courses. To prepare their employees to face uncertainty and make quick decisions to remain market competitive. Effective training serves the company in a variety of ways, including playing an important role in the development and maintenance of capacities on both an individual and organizational level, and so engaging in the process of organizational change. Furthermore, it increases the ability of talented personnel to be retained, eliminating unintentional job rotation. It also reflects the company's long-term commitment to its personnel and boosts employee motivation.

Richard, Devinney, Yip, & Johnson, (2014) Consider organizational performance to be one of the most essential constructs in accomplishing the goals of the organization. It should be noted that organizational performance comprises three major types of corporate outcomes: Financial performance (profits, return on assets, return on investment, and so on), product market performance (sales, market share, and so on), and shareholder return (total shareholder return, economic value generated, and so on) are all factors to consider. Organizational effectiveness encompasses both organizational performance and the plethora of internal performance outcomes normally associated with more efficient or effective operations, as well as other external measures relating to considerations other than those simply associated with economic valuation (either by shareholders, managers, or customers), such as corporate social responsibility. The achievement of a well-organized group of people working towards a common goal.

Katcher and Snyder (2013) "If executed correctly, the effects of training on employee performance can often encourage growth within the worker and the organization itself," it was noted. In other words, increasing investment in training and development programs for employees raises performance expectations, and the organization gains a competitive advantage over competitors due to improved skills, knowledge, behavior, and competencies learned and/or acquired by the employees during their Training and development program. Despite this knowledge of the necessity of training, organizations maintain a hazy perspective on training and development programs because they do not comprehend how training investments might give cognitive value. As a result, they don't bother with employee training and development.

Statement of the Problem

"Manpower training and development on organizational goal attainment" was chosen to explore how manpower development affects organization goals. To achieve any organization's desired goals and objectives, competent individuals must be recruited, trained, developed, and kept. Some firms are averse to staff education because it makes them more appealing and marketable to competitors. Some are the result of the false perception that training is a waste of money rather than an investment.

Need of the study

Every firm should provide training to their employees to better their future and the success of the company. Environmental changes include mechanization, computerization, and automation. Employees must be trained in new technologies. These kinds of changes need the use of experienced individuals who are knowledgeable about new technology. Candidates that are well-versed in cutting-edge technologies are hired by the organization. As a result of current and new advancements, technological advancement, and diversification, organizational complexity has increased. Training is essential for all workers who have minimal knowledge of new technology in situations of this complexity. Interactions between people. A company or organization's human relationships must improve for the organization's workflow to run properly. These kinds of training are quite valuable.

Objectives of the Study

- 1 To know the attitude of the employee towards the training and development program.
- 2 To identify the challenges surrounding effective manpower training and development in the organization.

Research Methodology

Research methodology refers to the methods and techniques used to effectively portray the research. Such procedures improve the research process and make the methods of research clearer to everyone.

Type of Research

Analytical Research design is used in the project because the study and the inference are drawn based on the analysis made for the secondary data collected using analytical techniques in drawing inference. Quantitative research is a systematic investigation of phenomena by gathering quantifiable data and performing statistical, mathematical, or computational techniques. Quantitative research is the methodology which researchers use to test theories based on numerical and statistical evidence.

Tools of data collection

The study was conducted on the company, data pertaining to the study is collected from reports. ANOVA has been used for analysis.

Limitation of the study

- 1 Inadequate funding for transformation to assess the entire training practice.
- 2 Lack of time is another limitation that limits the scope of the investigation.
- 3 Insufficient time to move freely in all branches of the Tigray region.

Cronbach's alpha

Reliability Test

Scale: ALL VARIABLES

Case Processing Summary

Case Processing Summary			
Case Processing Summary			
Cases	Valid	73	100.0
	Excluded	0	.0
	Total	73	100.0

Reliability Statistics	
Cronbach's Alpha	No of Items

.810	20
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One-way anova

H_0 : There is no significant relationship between training program and productivity H_1 : There is significant relationship between training program and productivity

Descriptives									
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Are training program helpful to attain goal	1	87	2.26	.600	.064	2.14	2.39	1	3
	2	8	2.38	.518	.183	1.94	2.81	2	3
	Total	95	2.27	.591	.061	2.15	2.39	1	3
Training program helps to increase productivity of both quality and quantity	1	87	2.44	.642	.069	2.30	2.57	1	4
	2	8	2.00	.535	.189	1.55	2.45	1	3
	Total	95	2.40	.642	.066	2.27	2.53	1	4

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Are training program helpful to attain goal	Between Groups	.090	1	.090	.254	.615
	Within Groups	32.795	93	.353		
	Total	32.884	94			
Training program helps to increase productivity of both quality and quantity	Between Groups	1.398	1	1.398	3.475	.065
	Within Groups	37.402	93	.402		
	Total	38.800	94			

From the above study One-way Anova conducted on the factor that the training program has a significant relationship to increase productivity of both quality and quantity

The training program and productivity as concluded that:

Null hypothesis is accepted, as the p- value is greater than 0.05.

The interpretation suggests that there is no significant relationship between training program and productivity increase both quality and quantity of training.

Therefore, Null hypothesis is accepted as level of significant is greater than 0.05 that is 0.615.

Chi-square test.

H_0 : There is no relationship between various Methods of training needs and Training method preferred by an employee.

H_1 : There is relationship between Methods to identify training needs and Training method preferred depending on the basic degree

Case Processing Summary						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Basic Degree * Methods_to_identify_training_needs	95	100.0%	0	0.0%	95	100.0%
Basic Degree * Training_methods_preferred	95	100.0%	0	0.0%	95	100.0%



Basic Degree * Methods_to_identify_training_needs

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	11.688 ^a	10	.306
Likelihood Ratio	13.701	10	.187
Linear-by-Linear Association	.594	1	.441
N of Valid Cases	95		

a. 13 cells (72.2%) have expected count less than 5. The minimum expected count is .57.

Symmetric Measures			
		Value	Approximate Significance
Nominal by Nominal	Phi	.351	.306
	Cramer's V	.248	.306
N of Valid Cases		95	

Summary of Findings

Manpower training and development are critical in assisting organizations in achieving their objectives. The process begins with an assessment of employees' training needs to detect any skill gaps or knowledge shortcomings. The training programs are then aligned with the overall goals of the organization through the establishment of clear objectives. To fulfil the stated needs, training programs are devised that incorporate several approaches such as classroom training, workshops, and online courses. The programs are put in place to ensure effective communication, resource allocation, and staff participation. Trainers give training content, promoting active participation and practical application of newly acquired abilities. Post-training assessment tools are used to assess program effectiveness and identify areas for improvement. It is critical to cultivate a culture of lifelong learning and development.

1. **Improved Performance:** Training provides employees with the skills and knowledge they need to execute their jobs successfully, resulting in enhanced productivity and work quality.
2. **Staff Engagement and Retention:** Training shows a commitment to staff development, increasing engagement and retention rates.
3. **Flexibility and Innovation:** Training encourages a culture of continuous learning, allowing employees to gain new skills and keep current on industry trends, allowing for innovation and flexibility.
4. **Succession Planning and Leadership Development:** Training identifies and develops high-potential individuals, ensuring a smooth transition of important jobs and nurturing future leaders.
5. **Information Sharing and cooperation:** Training programs promote information sharing, cooperation, and cross-functional learning inside the organization, while also boosting teamwork and problem-solving skills.
6. **By valuing by investing in training and development, organizations can create a skilled and motivated Improved Organizational Culture:** Training contributes to a more positive organizational culture.

Conclusion

Finally, staff training and development are critical in assisting organizations in achieving their objectives. Organizations can unleash a variety of benefits that contribute to overall success by investing in staff growth and skill development.

Training programs improve employee performance by providing them with the skills and knowledge they need to flourish in their roles. This leads to enhanced productivity, higher work quality, and, ultimately, achievement of organizational goals.

Organizations prioritize employee development, it signals a commitment to their growth and well-being, which boosts employee satisfaction, motivation, and loyalty, creating a dedicated workforce that is aligned with the organization's objectives.

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