
THE ROLE OF INNOVATIVE TRAINING AND DEVELOPMENT IN BUILDING A COMPETITIVE WORKFORCE

¹Mr. M. NABIRASOOL, ²MAHESH AMMATI

¹Assistant Professor, ²MBA Student

Department of MBA

SVR Engineering College, NANDYAL

ABSTRACT

Training and development play a vital role in enhancing employee performance, improving organizational productivity, and supporting long-term business growth. In today's competitive business environment, organizations must continuously upgrade the skills, knowledge, and abilities of their workforce to adapt to technological advancements and changing market demands. Training focuses on improving employees' current job performance by providing the necessary skills and knowledge, while development aims at preparing employees for future responsibilities and career growth.

This study examines the importance of training and development programs in improving employee efficiency, motivation, and overall organizational effectiveness. It highlights how structured training initiatives help employees acquire technical, managerial, and interpersonal skills required to perform their tasks effectively. Development programs such as leadership training, workshops, seminars, and mentoring also contribute to building a competent and future-ready workforce.

Furthermore, the study emphasizes that effective training and development strategies not only enhance employee satisfaction and confidence but also reduce errors, increase productivity, and strengthen organizational competitiveness. The research concludes that organizations that invest in systematic training and development programs are more likely to achieve sustainable growth, improved employee performance, and higher levels of organizational success.

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1. INTRODUCTION

Training and Development (T&D) is a vital function of Human Resource Management that focuses on enhancing the knowledge, skills, abilities, and competencies of employees to improve their performance and contribute effectively to organizational goals. In today's dynamic and competitive business environment, organizations must continuously upgrade employee capabilities to adapt to technological advancements, changing market conditions, and evolving customer expectations.

Training refers to a systematic process of improving employees' skills and knowledge required to perform specific tasks or jobs efficiently. It is generally short-term and job-oriented, aiming at improving current performance.

Development, on the other hand, is a long-term educational process that prepares employees for future responsibilities and higher-level positions. It focuses on overall personality growth, leadership skills, decision-making abilities, and strategic thinking.

Training and Development programs help bridge the gap between the existing performance level of employees and the desired performance standards of the organization. Effective T&D initiatives increase productivity, enhance employee morale, reduce supervision, minimize errors, and improve overall organizational effectiveness.

In the modern corporate world, companies invest significantly in structured training programs, workshops, seminars, e-learning modules, leadership development programs, and skill

enhancement initiatives. Organizations like Infosys and Tata Consultancy Services are well known for their strong training frameworks that focus on continuous learning and employee growth.

Thus, Training and Development is not merely a supportive function but a strategic tool that plays a crucial role in achieving sustainable organizational success and building a competent workforce.

NEED OF STUDY:

1. To identify the gap between existing employee skills and required job competencies.
2. To evaluate the effectiveness of current training programs.
3. To understand the impact of training on employee performance and productivity.
4. To analyze employee satisfaction with training and development initiatives.
5. To determine whether training programs align with organizational goals.
6. To assess the role of training in improving morale and motivation.
7. To examine how development programs prepare employees for future leadership roles.
8. To suggest improvements in training methods and strategies.
9. To measure the return on investment (ROI) of training activities.
10. To support management in making informed decisions regarding workforce development.

SCOPE OF THE STUDY:

- The study focuses on analyzing existing training and development programs in the organization.
- It examines different types of training methods such as on-the-job training, off-the-job training, workshops, seminars, and e-learning.

- It evaluates the effectiveness of training in improving employee skills and knowledge.
- The study assesses employee perception and satisfaction regarding training programs.
- It analyzes the relationship between training and employee productivity.
- The study reviews the role of development programs in career growth and succession planning.
- It identifies gaps between training needs and training provided.
- The study provides suggestions for improving training strategies and policies.
- It helps management understand the impact of training investment on organizational performance.
- The scope is limited to the selected organization, department, or sample size taken for the study.

OBJECTIVES OF THE STUDY:

- To study the existing Training and Development practices in the organization.
- To identify the training needs of employees at different levels.
- To evaluate the effectiveness of current training programs.
- To assess the impact of training on employee performance and productivity.
- To examine employee satisfaction towards training initiatives.
- To analyze the role of development programs in career advancement and leadership growth.
- To determine the alignment between training objectives and organizational goals.
- To identify gaps in the current training system.

- To measure the contribution of training to employee motivation and morale.
- To provide suggestions for improving Training and Development strategies.

I. RESEARCH METHODOLOGY

1. Research Design

The study adopts a **descriptive research design**, as it aims to describe and analyze the effectiveness of Training and Development programs within the organization.

2. Sources of Data

a) Primary Data:

Primary data is collected directly from employees through:

- Structured questionnaires
- Personal interviews
- Discussions with HR managers

b) Secondary Data:

Secondary data is collected from:

- Company records and reports
- Training manuals and policy documents
- Books, journals, and research articles
- Official websites and HR publications

3. Sampling Method

- **Sampling Technique:** Simple random sampling / convenient sampling (as applicable).
- **Sample Size:** A selected number of employees from different departments and levels of management.

4. Data Collection Tools

- Structured questionnaire with close-ended and open-ended questions
- Interview schedule
- Observation method (if required)

5. Data Analysis and Interpretation

- Data is classified, tabulated, and analyzed using statistical tools.
- Percentage analysis, charts, and graphs are used for interpretation.
- Results are interpreted to understand the impact of Training and Development on employee performance.

LIMITATION OF THE STUDY

- The study is limited to a specific organization and may not represent other organizations.
- The sample size may be restricted, which can affect the generalization of findings.
- The study depends largely on the responses provided by employees, which may be biased or influenced by personal opinions.
- Time constraints may limit in-depth analysis.
- Limited access to confidential company data and training records.
- Some respondents may not provide complete or accurate information.
- The study focuses only on selected departments or employee levels.
- Rapid changes in organizational policies may affect the relevance of findings.
- Financial constraints may restrict extensive data collection.
- The research results are based on the data collected during the study period only.

II. REVIEW OF LITERATURE

Training and Development (T&D) is a core function of Human Resource Management that focuses on enhancing employee competencies to achieve organizational effectiveness. In a rapidly evolving business environment characterized by globalization, digital transformation, and intense competition, continuous learning has become a strategic necessity rather than a supportive activity.

Training refers to the systematic process of developing specific job-related skills and knowledge required for immediate performance improvement. Development, on the other hand, is broader in scope and aims at long-term career growth, leadership capability, and personal effectiveness.

The literature strongly suggests that organizations that prioritize training experience higher productivity, stronger employee engagement, and sustainable competitive advantage.

1. Concept of Training and Development

According to **Edwin B. Flippo**, training is the act of increasing the knowledge and skills of an employee for doing a particular job. Development, however, is concerned with the growth of employees in all respects. This distinction highlights that training is job-oriented and short-term, whereas development is career-oriented and long-term.

Gary Dessler emphasized that training plays a crucial role in improving employee performance, reducing errors, and increasing organizational efficiency. He argued that structured training programs help align individual performance with organizational goals.

2. Importance of Training in Organizational Performance

Research by **Raymond A. Noe** suggests that organizations that invest in employee training experience higher productivity, improved quality of work, and enhanced employee retention. Noe highlights that continuous learning helps organizations adapt to technological advancements and competitive pressures.

Studies have shown that effective training leads to:

- Increased job satisfaction
- Reduced employee turnover
- Improved morale and motivation
- Better teamwork and communication

Training Methods and Effectiveness

Literature identifies various training methods such as on-the-job training, off-the-job training, job rotation, coaching, mentoring, workshops, and e-learning. Research indicates that experiential learning methods like simulations and case studies are more effective in improving

practical skills compared to purely theoretical sessions.

E-learning and digital platforms have gained importance in recent years due to flexibility and cost-effectiveness. Organizations increasingly use Learning Management Systems (LMS) to track employee progress and measure training outcomes.

IMPLEMENTATION OF TRAINING

Once the training programmes have been designed, it needs to be implemented. Implementation is beset with certain problems. Firstly, most managers are action oriented and frequently say no to training efforts. Secondly, there is problem of location suitable trainers within an organization. Any training programmed implementation involves action on the following:

- **Deciding the location and organizing training and other facilities.**
- **Scheduling the training programme.**
- **Conducting the programme**
- **Monitoring the progress of trainees.**

TRAINING EVALUATION

Objectives of training evaluation is to determine the ability of the participant in the training programme to perform jobs for which they were trained, the specific nature of training deficiencies, whether the trainees required any additional on the job training and the extent of training not needed for the participants to meet job requirements.

METHODS OF EVALUATION

Several methods can be employed to collect data on the outcomes of training. Some of these are:

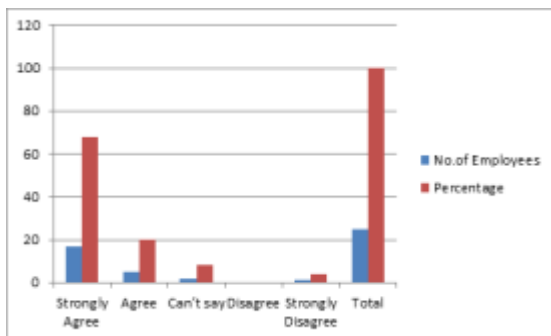
1. The opinions and judgments of trainers, superiors, and peers.
2. Asking the trainers to fill up evaluation forms.
3. Using a questionnaire to know the reactions of trainees,

4. Giving oral and written tests to trainees to ascertain how far they have learnt,
5. Arranging structured interviews with the trainees,
6. Comparing trainees performance on the job before and after training.
7. Studying profiles and career development charts of trainees,
8. Measuring levels of productivity, wages, costs, absenteeism's and employee turnover after training.
9. Trainees comments and reactions during the training period, and Cost benefit analysis of training programme.

III. DATA ANALYSIS & INTERPRETATION

1. Is the Training program introduced new concepts in your area of working?

Particulars	Strongly Agree	Agree	Can't say	Disagree	Strongly Disagree	Total
No. of Employees	17	5	2	0	1	25
Percentage	68	20	8	0	4	100

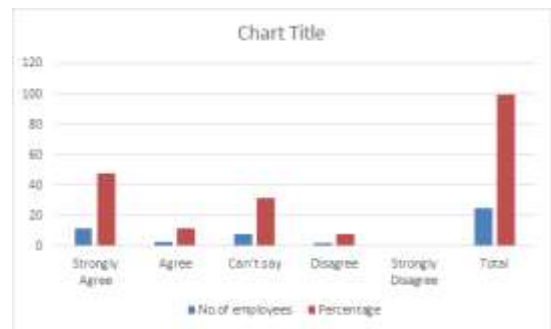


INTERPRETATION:

From the above information most of the executives agree that the Training program introduced new concepts in their area of work place.

2. Is the Training program introduced new concepts in area of your personality development/Human relations?

Particulars	Strongly Agree	Agree	Can't say	Disagree	Strongly Disagree	Total
No. of employees	12	3	8	2	0	25
Percentage	48	12	32	8	0	100



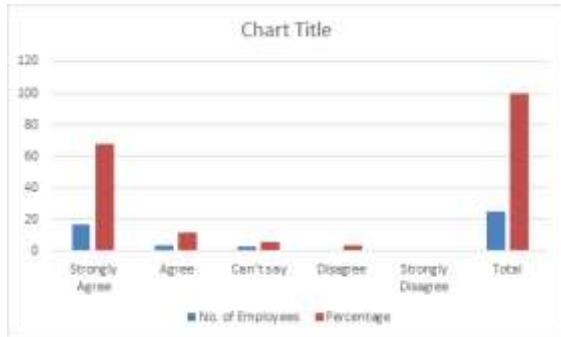
INTERPRETATION:

From the above information most of the executives agree that the training program introduced new concepts in area of their personality development/Human relations.

3. Is the Training program useful to you in your present job?

Particulars	Strongly Agree	Agree	Can't say	Disagree	Strongly Disagree	Total
No. of Employees	17	4	3	1	0	25

Perc enta ge	68	12	6	4	0	10
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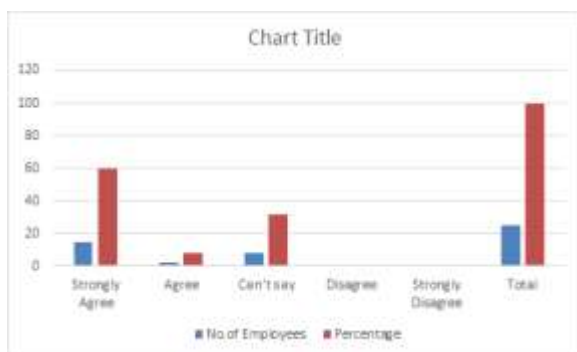


INTERPRETATION:

From the above information most of the executives agree that the training program useful to them in their present job.

- Is the Training program helps you to prepare you for the future jobs in your area of working?

Partic ulars	Stro ngly Agr ee	Ag ree	Can 't say	Dis agre e	Stro ngl y Dis agre e	Tot al
No.of Empl oyees	15	2	8	0	0	25
Perce ntage	60	8	32	0	0	100

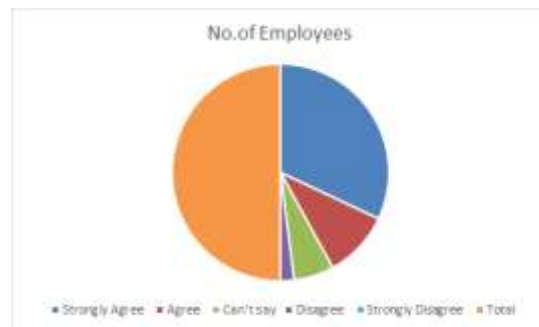


INTERPRETATION:

From the above information most of the employees agree that the Training program helps to prepare them for the future jobs in their area of working.

- Is it helps you to take new challenges in your present job?

Partic ulars	Stro ngl y Agr ee	A gr ee	Can 't say	Dis agre e	Stro ngl y Dis agre e	Tot al
No.of Empl oyees	16	5	3	1	0	25
Perce ntage	64	20	12	4	0	100



INTERPRETATION:

From the above information most of the employees agree that the Training Program helps them to take new challenges in their present job.

IV. FINDINGS, SUGGESTIONS, CONCLUSION

FINDINGS

- There is a healthy relationship between the peers, subordinates, superiors in **Heritage Foods (India) Limited**.
- In this organization maximum no. of employees are agree with the

management considering their ideas and suggestions on some occasions only.

- In this organization Training programs will help the employees in achieving both individual goals and organizational goals.
- Maximum no. of employees are satisfied with the Training program conducted by **Heritage Foods (India) Limited**.
- Employees are gained knowledge at work place after attending this Training program.
- For new joiners in organization training method are conducted like coaching and besides orientation programs.
- Training will be very useful to employees in their present job.
- Training program helps employees to take new challenges in their present job.
- Most of the employees are using new skills in their present job.
- According to the training program employees to take new roles in the organization.
- With the help of training program employees will increase their productivity.
- After this Training program they are doing their job more confidently.
- Training program brought positive impact on employee behavior.

SUGGESTIONS

- Conduct regular **Training Needs Assessment (TNA)** to identify skill gaps accurately.
- Align training objectives with overall organizational goals and business strategy.
- Adopt a mix of **on-the-job and off-the-job training methods** for better learning outcomes.

- Incorporate modern learning techniques such as e-learning, webinars, and blended learning.
- Provide leadership development programs for managerial and supervisory staff.
- Ensure active involvement and support from top management in training initiatives.
- Evaluate training effectiveness using structured models (e.g., reaction, learning, behavior, results).
- Introduce feedback mechanisms to gather employee opinions about training programs.
- Encourage continuous learning culture within the organization.
- Allocate sufficient budget and resources for quality training infrastructure.
- Provide post-training follow-up sessions to ensure practical implementation of skills.
- Link training outcomes with performance appraisal systems.
- Offer career development plans and succession planning initiatives.
- Motivate employees by recognizing and rewarding learning achievements.
- Periodically review and update training content to match technological and industry changes.

CONCLUSION

Training and Development plays a vital role in enhancing employee competencies and strengthening organizational performance. In today's competitive and technology-driven business environment, organizations must continuously upgrade the knowledge, skills, and abilities of their workforce to remain productive and sustainable.

The study highlights that effective training programs improve employee performance,

increase productivity, reduce errors, and enhance job satisfaction. Development initiatives, on the other hand, prepare employees for future responsibilities and leadership roles, ensuring long-term organizational stability and succession planning.

It is evident from the analysis that organizations that invest in structured Training and Development programs experience higher employee engagement, improved morale, and reduced turnover. Proper Training Needs Assessment, well-designed training modules, and systematic evaluation methods such as Kirkpatrick's Model contribute significantly to program effectiveness.

However, the success of Training and Development depends on strong management support, alignment with organizational goals, and continuous monitoring. Organizations must treat training as a strategic investment rather than a cost.

In conclusion, Training and Development is not merely a supportive HR activity but a powerful strategic tool that enhances workforce capability, drives organizational growth, and ensures long-term competitive advantage.

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