

PROJECT REPORT
ON
“EMPLOYEE TRAINING AND DEVELOPMENT”



Prepared For

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EMPLOYEE TRAINING AND DEVELOPMENT

Letter of Transmittal

Date: 31-8-2020

To

Amitava Bose Bapi

Assistant Professor

Uttara University

Subject: Submission of project report.

Dear Sir,

It is my pleasure to submit my project report on “EMPLOYEE TRAINING AND DEVELOPMENT”. I have tried my best to present necessary information and findings as clearly as I could within the time and resource available.

I hope that the information presented in this report will provide a clear picture about the project report. If you have any inquiry regarding this study, I will be glad to respond.

Sincerely Yours,

Fariha Tunnesa Punom

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Student's Declaration

I am Fariha Tunnesa Punom student of Bachelor of Business Administration (BBA), at the Uttara University and declaring that this report on the topic of "EMPLOYEE TRAINING AND DEVELOPMENT" has been prepared for the fulfillment of the course as the partial requirement for the Bachelor of Business Administration (BBA).

I hereby declare that this report has been solely prepared by me and it has not been prepared for any other purpose or reward.

.....

Fariha Tunnesa Punom
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Supervisor's Declaration

This is certifying that the project report on of "EMPLOYEE TRAINING AND DEVELOPMENT" under my supervision is prepared by Fariha Tunnesa Punom ID No: 2161011057 Batch: 39th Section: B, for partial fulfillment of Bachelor of Business Administration (BBA) with Major in HRM from Uttara University.

She is permitted to submit the report.

.....

Amitava Bose Bapi
Assistant Professor
School of Business Administration
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ACKNOWLEDGEMENT

At first, I would like to express my deepest gratitude to Almighty Allah for giving me the strength to finish the task within the schedule time.

I would like to express my heartiest gratitude to those people who have helped me to not to get lost during the preparation of this project report. I acknowledge all those who helped me to bring this report to reality.

I would like to offer my deep gratitude, compliments and heartfelt thanks to respectable teacher and my project supervisor **Amitava Bose Bapi** whose constant supervision and guidance enabled me to prepare this project report and also the, ARTICALS, GOOGLE, INTERNET etc. I am indebted to her for her excellent support and guidance throughout the study.

I am ever grateful to some of my friends who helped me to complete this report. My deepest apology goes to those names that I have mistakenly omitted here.

Finally, a silent stream of gratitude is for my most adorned parents whose blessing is always with me in this world.

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Section -1 Justification of the study

As a student of Bachelor of Business Administration (BBA) everyone has to conduct a practical orientation in any organization fulfilling requirement of the project work report . The main purpose of the program is exposing the student to the real world situation. This report is done as a partial requirement of the project work for the BBA students. I am select this project topic because am I like this topic very much. This topic is very importance for the HR department student. Employee training and development topics help every employee.

In Human research and development department Employee training and development section is very useful part for employee to create productive employee and its help me to go ahead in my future job or to train employees.

Section -2 Objective of the study

Objective of this report includes two types of objectives. They are broad objective and specific objective. The broad and some specific objective are included in this report.

They are:

Broad objective:

To know about the Employee Training and Development Of the Human Resource Management.

Specific objective:

1. To know about the meaning and need of employee training and development in HRM.
2. To know about the Stages of employee training and development in HRM.
3. To know about the Characteristics of employee training and development in HRM.
4. To know about the impact of employee training and development on employee productivity.
5. To know about the process of employee training and development in HRM.

Section-3. Methodology

In order to make the report more meaningful and presentable. I am collect data from the sources of secondary data collection. The data are from different journal/article, books, internet sources etc. Collected information have then processed and compiled with the aid of MS word, table. Detail explanation and analysis have also been incorporated the report.

Section-4 Discussion

Objective -1 To know about the meaning and need of employee training and development in HRM.

Training and development is vital part of the human resource development. It is assuming ever important role in wake of the advancement of technology which has resulted in ever increasing competition, rise in customer's expectation of quality and service and a subsequent need to lower costs. It is also become more important globally in order to prepare workers for new jobs. In the current write up, we will focus more on the emerging need of training and development, its implications upon individuals and the employers.

Noted management author Peter Ducker said that the fastest growing industry would be training and development as a result of replacement of industrial workers with knowledge workers. In United States, for example, according to one estimate technology is de-skilling 75 % of the population. This is true for the developing nations and for those who are on the threshold of development. In Japan for example, with increasing number of women joining traditionally male jobs, training is required not only to impart necessary job skills but also for preparing them for the physically demanding jobs. They are trained in everything from sexual harassment policies to the necessary job skills.

The need for Training and Development

Before we say that technology is responsible for increased need of training inputs to employees, it is important to understand that there are other factors too that contribute to the latter. Training is also necessary for the individual development and progress of the employee, which motivates him to work for a certain organization apart from just money. We also require training update employees of the market trends, the change in the employment policies and other things.

The following are the two biggest factors that contribute to the increased need to training and development in organizations:

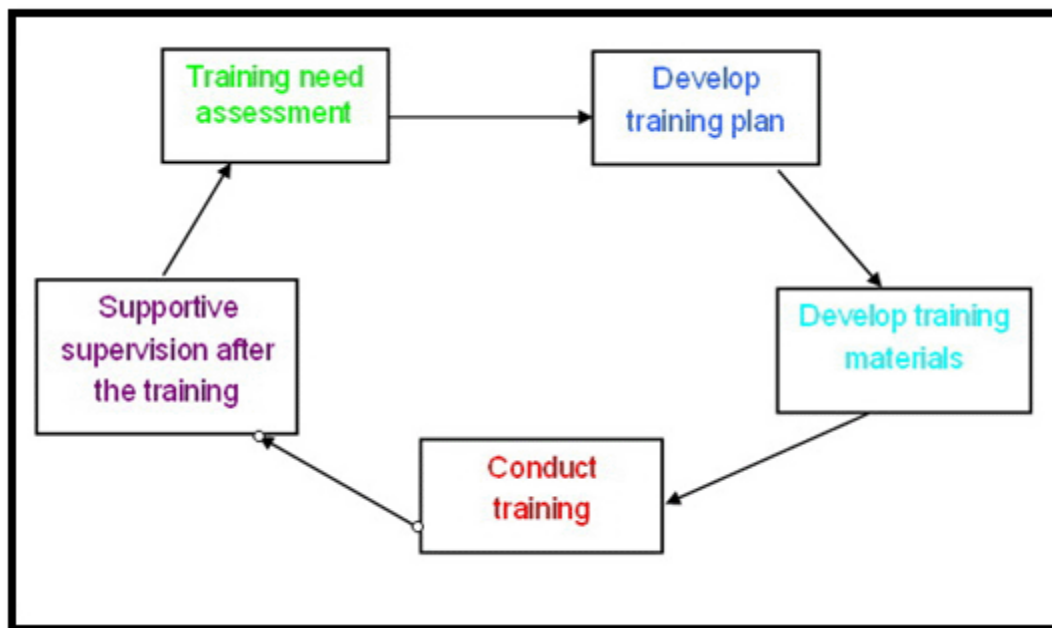
1. **Change:** The word change encapsulates almost everything. It is one of the biggest factors that contribute to the need of training and development. There is in fact a direct relationship between the two. Change leads to the need for training and development and training and development leads to individual and organizational change, and the cycle goes on and on. More specifically it is the technology that is driving the need; changing the way how businesses function, compete and deliver.
2. **Development:** It is again one the strong reasons for training and development becoming all the more important. Money is not the sole motivator at work and this is especially very true for the 21st century. People who work with organizations seek more than just employment out of their work; they look at holistic development of self. Spirituality and self awareness for example are gaining momentum world over. People seek happiness at jobs which may not be possible unless an individual is aware of the self. At ford, for example, an individual can enrol himself / herself in a course on 'self awareness', which apparently seems inconsequential to ones performance at work but contributes to the spiritual well being of an individual which is all the more important.

Objective-2 To know about the Stages of employee training and development in HRM.

The stages of training and development

The success of a training program is evaluated in terms of the end result or the increase in the work ability, skill or competency in the trainee. For any training program to be successful it is very essential to follow a certain process.

The basic process as illustrated in the figure below consists of four stages which are assessment, development, delivery and evaluation.



- The process of training begins with the needs **assessment** stage. The aim of the assessment stage is to understand whether or not training is required. If the answer is yes; the next step is determining competency or skills gaps and the appropriate training intervention required. The training intervention is essentially decided in terms of attitude, knowledge and skill (ASK), the combination of which is called as competency. The assessment also called as the ‘training needs analysis’ is undertaken at three levels, the job, the individual and organizational analysis.
- Once the training needs analysis is complete, the next stage is that of **Development**. This stage involves the development of content and the training material. Right from designing the appropriate environment to deciding the various tools, everything is taken care of in the development stage. Games, A/V’s, Case Studies, Class room intervention are various means that may be decided upon apart from the content

delivered. For example, in behavioral training emotional intelligence, teamwork, listening are examples of competencies that are required to perform superior work. The same may be transferred into the trainees through any of the above means depending upon various factors like demographics, job nature etc which are taken care of in the first stage.

- The most important stage and perhaps the least talked upon from the training process is the **delivery**. Once the development stage is over it is time to conduct the training. Factors like time and venue of delivery are already decided in the earlier stages. There are various factors that determine the process of delivery like the participant demographics, the training intervention, the individual style of the trainer etc. This brings in a lot of diversity to the training programs.
- **Evaluation** is the last stage in the training process and more important from the perspective of evaluation of the effectiveness of training. Needless to say, it is aimed at analyzing whether or not the training has been effective in achieving the objective (bridging the competency gap, changing the attitude, developing new skills etc). There are various ways in which the effectiveness of training programs can be evaluated but not many are able to answer in terms of ROI. The most effective tool for evaluation of training is the Kirk Patrick Model of Evaluation.

In order for the evaluation to be effective the both the criteria and design for training program is decided so that there is no discrepancy and the participants are able to evaluate the benefits effectively for themselves. The evaluation is made on the basis of participant reaction to the training, their learning and the change in behavior. This feedback is then reused in the first step 'training needs analyses for making future training more effective.

Objective-3. To know about the Characteristics of employee training and development in HRM.

Training employees isn't one-size-fits-all. There isn't one simple answer to building perfect employee training programs, but there are **a few things that are consistently present in companies with the best training programs.**

By working closely with training and development managers in many different organizations and situations, we've found nine characteristics that predicate a successful training program.

When developing your employee training plan, try to include all nine of these components:

1. A skilled and effective program manager
2. Assessments of needs throughout the company
3. Training alignment with company objectives
4. Goals that can be measured
5. Leaders advocating for training
6. Modern and relevant learning content
7. Creative ideas for training initiatives
8. Ongoing marketing to encourage participation
9. Reinforcement of what employees learn

1. Effective Program Management

A high quality training program starts with a person – a champion. We'll call this person the program manager. In some organizations this person might be the training and development manager, learning and development specialist, training coordinator, chief learning officer... there are a lot of options here. Regardless of job title, this person is the one who manages training.

Program managers are responsible for planning and executing all training initiatives within an organization. An ideal training program manager is inherently curious, open-minded, motivated, and invested in developing employees' skills to help them reach their potential. They are committed to learning and are constantly working to improve their own skills and competencies.

Additionally, this person is usually tasked with marketing the training program internally, so that employees are aware of development opportunities. Other important skills include problem solving, business acumen and leadership skills.

2. Needs Assessment

In getting started, the program manager must be able to identify the needs of an organization. This is where curiosity comes into play – they must take time to understand the past, present and future direction. A needs assessment can be conducted through research, interviews and internal surveys.

At the core of any effective training program is correctly identifying who needs to be trained, and on what skills or topics.

3. Alignment

Once needs are identified, they must be aligned with organizational initiatives. The program manager should build a curriculum to **address problems in the organization and support business goals.** By following this model, employees will be more likely to understand the training and it will be supported by managers and leaders.

4. Goals and Metrics

The outcomes of training employees can be difficult to quantify. However, when the program manager is able to determine organizational needs that are aligned with the business, quantifying training becomes much easier.

When developing goals, make sure metrics give the whole picture, including quantity, quality, time, cost and effectiveness. You'll want to develop a benchmarking strategy for evaluating your progress towards your goals and ensure that data and reports are easily available to provide you with the information that you need.

5. Leadership Buy-in

One of the keys to a successful training and development program, and possibly the most important, is leadership buy-in from the top down. **Having leadership support helps drive the importance of a program,** assist with accountability, and establish appropriate expectations.

Leadership buy-in is more easily obtained when the program manager has been able to identify the needs of the organization, align them to the business and develop formalized goals and metrics that will provide results.

6. Relevancy

Providing relevant training content is key to a good training program, to ensure your learners are engaged and continue to come back for more.

The training content you present to your employees must be applicable and timely to help them with their daily duties, expand their mind, and provide them with quick takeaways that can immediately be applied.

7. Creativity

I have found over the years that programs that have some type of creative hook are viewed as more valuable to the organization.

Creativity can start with a program launch that has a theme – it can be as simple as a corporate university or college layout.

8. Marketing and Communication

Having a marketing strategy is an integral part of your implementation and an essential component of a successful learning and development program. A successful marketing plan includes not only initial launch activities, but also strong ongoing efforts throughout the program.

As you build your plan, remember to keep your program goals and success factors at the forefront of your decision making, and tie the activities into these goals.

9. Post-Training Reinforcement

Many organizations spend thousands of dollars per year training employees, only to discover that they're not applying new concepts. **Post-training reinforcement is a crucial part of ensuring training is applied on the job.**

Objective-4. To know about the impact of employee training and development on employee productivity

I. Employee Training

Training is the organized way in which organizations provide development and enhance quality of new and existing 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). Thus it is the series of activities embarked upon by organization that leads to knowledge or skills acquisition for growing purposes. Thereby, contributing to the well being and performance of human capital, organization, as well as the society at large. According to Manju & Suresh (2011), training serves as an acts of intervention to improve organization's goods and services quality in stiff the competition by improvements in technical skills of employees.

II. Employee Development

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-lynn 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).

III. Employee Productivity

Productivity as defined in Oxford dictionary (2007) is the efficiency with which things are being produced. Employee productivity however is the measure of output per unit of input economically. It is the log of net sales over total employees (Rohan & Madhumita 2012). Thus employee productivity of an economy as whole or industry could be determined

IV. Employee Training and Employee Productivity

Training has been invaluable in increasing productivity of organizations. It does not only enhance employees resourcefully, but also provides them with an opportunity to virtually learn their jobs and perform more competently. Hence, increasing not only employee's productivity but also organizations' productivity. Various researches indicate the positive impact of training on employees' productivity. Training as a process is one of the most pervasive methods to enhance the productivity of individuals and communicating organizational goals to personnel (Ekaterini & ConstantinosVasilios, 2009)

Objective -5 To know about the process of employee training and development in HRM.

Training is the formal and systematic modification of behavior through learning which occurs as a result of education, instruction, development and planned experience.”
(Armstrong, 2001: 543)

Development is any learning activity, which is directed towards future, needs rather than present needs, and which is concerned more with career growth than immediate performance.

Training development is a five step process in which company train their employees in specific skills and further monitor their performance constantly to help them develop overall personality.

- I. Need of training and development
- II. Goals and Objectives
- III. Method of Training
- IV. Implementation of program
- V. Evaluation and constant monitoring

Step I- Need of Training and Development program

Companies often take a decision to roll out a training and development program after identifying a specific need in the organization. The need could be introduction of new skill or to update the existing skills of the employee. In the case of employees working on higher level the training and development program is introduced to improve the behavior skills and ensure team work in the organization.

Step II- Goals and Objectives of Training and Development

Here are different goals and objectives the companies can set before implementation of training and development program-

To impart skills- Under this objective the employees are trained to operate the equipment and machinery correctly. The goals are set to improve work efficiency and to reduce wastage of time.

- **To Educate:** The objective is linked with providing information about theoretical concepts and provides hands-on experience of the task. The goal is to improve reasoning power and judgment skills of employees.
- **To Enhance Knowledge:** The objective here is to improve behavioral knowledge of the employee. The goal is to enhance understanding of human relations, management and business environment among employees.
- **Ethics:** The objective is to provide knowledge about ethical conduct in the organization. The goal is to regulate the conduct of the employee in the organization.
- **Change in attitude:** The objective of the training is to change the attitude of the employees in terms outlook, reaction, feelings and work beliefs. The goal is to improve commitment and satisfaction of the employee by providing required motivation.
- **Extraordinary Skills:** To impart extraordinary skills such as critical decision making, problem-solving and industrial research. The goal is make employee ready to face future challenges.
- **Literacy:** Objective is to improve corporate language proficiency and increase awareness about corporate culture. The goal is to make sure employees are able to handle the international clients and customer in a decent way.

Step III- Training Methods

There exist different types of training methods used by the organization based on the goals and objectives of the training and development program. Here are few commonly used training methods in corporate world-

- **Orientations:** It is generally used to introduce the newly joined employee to the organizational work culture. This training is used to make sure the newcomer feels welcomed in the organization and become aware about their work profile, goals and objectives of organization, policies as well as rules and regulations to be followed.

- **Lectures:** This is a one-way communication method, mostly used when important information has to be conveyed to large number of employees. The information can be related to new updates in policies or any change management action in the organization.
- **Case Study:** Here the participants are given a situation in terms of case study and they have to provide solutions on the stated problem in the provided case. It is a best way to impart decision making skill and sharpen the judgment skills of the employee.
- **Role Playing:** A scenario is created and each participant is assigned a particular role to play out. The participant can practice their actual job work using role play method. The facilitator provides immediate feedback to the participant which helps them to improve their performance. These kinds of scenario are very effective while providing marketing and management training.
- **Simulations:** It can be used as a kind of games created from real-life scenarios. The benefits of this simulation are that employee gets better understanding of whole organizational structure.

Step IV- Implementation of program

The management and HRM department takes a meeting with different supervisors to decide the time period of implementation of the training and development program. The implementation of orientation programs and other newcomer training programs is carried out right after joining of the employee. The specific skills training programs are launched based on the workload and free time span available to the employee. The on-the-job training program is an ongoing process and employees should be informed about it in advance.

Step V- Evaluation and constant monitoring

The evaluation of training and development program is generally carried out at the time of performance appraisal. The changes in performance and attitude are noted based on the performance review. The increase in productivity and accuracy of work indicates the success of training and development program. Improved work harmony and organizational citizenship behavior indicates the well being created by development programs. The constant monitoring of the behavior of the employee is achieved based on the monthly goal attainment and team work of the employee. Additional training programs are launched in the case of absence of any positive results in terms of improved employee performance.

SECTION-5

TRAINING AND DEVELOPMENT:

According to the Michel Armstrong, “Training is systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job”. (Source: A Handbook of Human Resource Management Practice, Kogan Page, 8th Ed.,2001) According to the Edwin B Flippo, “Training is the act of increasing knowledge and skills of an employee for doing a particular job.” (Source: Personnel Management, McGraw Hill; 6th Edition, 1984) The term ‘training’ indicates the process involved in improving the aptitudes, skills and abilities of the employees to perform specific jobs. Training helps in updating old talents and developing new ones. ‘Successful candidates placed on the jobs need training to perform their duties effectively’. (Source: Aswathappa, K. Human resource and Personnel Management, New Delhi: Tata Mcgraw-Hill Publishing Company Limited,2000, p.189) The principal objective of training is to make sure the availability of a skilled and willing workforce to the organization. In addition to that, there are four other objectives: Individual, Organizational, Functional, and Social.

- Individual Objectives – These objectives are helpful to employees in achieving their personal goals, which in turn, enhances the individual contribution to the organization.
- Organizational Objectives – Organizational objectives assists the organization with its primary objective by bringing individual effectiveness.
- Functional Objectives – Functional objectives are maintaining the department’s contribution at a level suitable to the organization’s needs.
- Social Objectives – Social objectives ensures that the organization is ethically and socially responsible to the needs and challenges of the society. Further, the additional objectives are as follows:

- To prepare the employees both new and old to meet the present as well as the changing requirements of the job and the organization.
- To prevent obsolescence.
- To impart the basic knowledge and skill in the new entrants that they need for an intelligent performance of a definite job.
- To prepare the employees for higher level tasks.
- To assist the employees to function more effectively in their present positions by exposing them to the latest concepts, information and techniques and developing the skills they will need in their particular fields.
- To build up a second line of competent officers and prepare them to occupy more responsible positions.
- To ensure smooth and efficient working of the departments.
- To ensure economical output of required quality.

Section -6. FUTURE FORWARD

- Training and development help every employee to do work very easily.
- Training and development help employee and organization to reduce mistakes.
- All the employees should be clearly stated about the importance of training session in order to achieve the organization goal.
- Training methods are way traditional. They should use new and updated tools to make the learning more effective.
- After every training program exams should be taken to test the knowledge of trainees about the training program. By this they will get to know how effective the program is.
- To increase motivation of the trainees, they should be given rewards or should be appreciated for their better performance
- Organizations should make training and development of their employees a continuous activity.
- Training helps to gain a competitive advantage more than just basic skill development.
- Organizations should view training broadly as a way to create intellectual capital. Intellectual capital includes basic skills [skills needed to perform one's job], advanced skills [such as how to use technology to share information with other employees].

Conclusion

Bangladesh is a developing country. There is lots of opportunity to grow up. To grow up in all sectors we have to set right people in right place and give the proper training and develop the employs. If, after Recruitment & Selection we give the proper training employee can work very effectively and its help an organization / company to achieve its goal. It is a way of gate to get better result from employee. If the training and development process is wrong, employee sufferings for a long time.

In this report, I have implied my experience and knowledge from HR courses with real life scenario. I have tried giving my level best to identify how the training and development process is done in Bangladesh, What is the present scenario of HR Practice in Public & Private sector in Bangladesh. Bangladesh Govt. should take best initiative for establish training and development Policy.

Appendices

Appendices-I

Introducing consulate Article

SI	Article Title	Author(s)	Journal name	Volume & Issue	year	Publisher
1	The meaning and need of training and development of employe.	Prachi Juneja	Introduction of training and development	5	2015	Management Study Guide Content Team.
2	The stages of training and development	Prachi Juneja	The stages of training and development	3	2015	Management Study Guide Content Team.
3	Characteristics of Employee Training and Development	Shannon Kluczyn	9 Characteristics of Top Employee Training and Development Programs	1	2019	Bizlaibray
4	The impact of employee training and development on employee productive.	MM Nda & Dr. RYF	THE IMPACT OF EMPLOYEE TRAINING AND DEVELOPMENT ON EMPLOYEE PRODUCTIVITY	3	2013	Global journal of commerce and management perspective
5	The process of employee training and development in HRM.	Dr. Aborampah Amoah-Mensah	The process of employee training and development in HRM.	2	2016	Journal of research and development (JRnD)

Appendix II

Compilation of Objectives/ Purposes/ Questions/Hypotheses Addressed by the Articles

Article	Objective / Purpose/Question
1	The meaning and need of training and development of employee. 1.To know about the meaning of training and the development. 2.To know about the need of training and the development.
2	The stages of training and development. 1.To know about the needs assessment stage. 2. To know about the develop plan stage.
3	Characteristics of Employee Training and Development. 1. To determine the 9 characteristics of employee training and development.
4	The impact of employee training and development on employee productive. 1. To determine the challenges associated with training and development in the Nigeria public sector. 2. To highlight the benefits of training and development in Nigeria public sector. 3. To ascertain the impact of training/development on organizational performances.
5	The process of employee training and development in HRM. 1. To Know about need of training and development program. 2. To Know about Goals and Objectives of Training and Development. 3. To Know about Training Methods.

Appendix III

Complication of Methods

Article	Methods
1	Self development means a personal desire to improve through an individual's attempt to embark on study and practical explosive that are independent of an organization's role and contribution. Self-assessment personal identification of strengths, opportunities, weaknesses and challenges and an attempt to improve and build on current efforts for a more fulfilling corporate movement
2	The success of a training program is evaluated in terms of the end result or the increase in the work ability, skill or competency in the trainee.
3	By working closely with training and development managers in many different organizations and situations, we've found nine characteristics that predicate a successful training program.
4	The study adopted survey method. The population of study is made up of the staffs of the three selected public sectors in Enugu State which include: Department of Petroleum Resources (DPR), Nigerian National Petroleum Corporation (NNPC) and National Emergency Management Agency (NEMA).
5	In order to test the hypotheses developed in this study, a self administered questionnaire was designed and collected within the organizations located in Klang valley because of its high population (over 4 millions) is the heartland of Malaysia's industry and commerce. Furthermore a number of researchers have focused their research on Klang valley due to industrialization of the area.

Appendix-IV

Complication of Conclusion

Articles	Conclusion
1	While the concepts of training, education, development and learning can be difficult to disentangle, it is useful, from an organisational perspective, to develop precise—and separate— definitions, in order to better understand the specific, concrete challenges and outcomes associated with each type of activity. Though their meanings are closely interrelated, it can be misleading to simply use these terms synonymously, as is often done.
2	Training and development programs play a vital role in every organization. These programs improve Employee Performance at workplace, it updates Employee Knowledge and enhances their personal Skills and it helps in avoiding Managerial Obsolescence. With the use of these programs, it is easier for the management to evaluate the job performance and accordingly take decisions like employee Promotion, rewards, compensations, welfare facilities, etc.
3	In this study we take the fact of observation that training leads to important benefits for individuals and organizations. The existing analysis of literature proposes that these benefits vary from individual and organizational performance.
4	It is an undisputed fact that effective training is an investment in the human resources of an organization, with both immediate and long –range returns. However mere investment is not enough; organizations need to manage training programs more effectively so that they can get the highest returns from their investment. The ultimate aim of every training and development program is to add value to human resource.
5	The above study suggests that the HRM practices not only enhances the productivity and performance of the employees (Kuvaas, 2006), but well-designed HRM practices may also gain commitment of the employees and may positively affect their attitudes and behavior. It is further supported empirically that there is a significant relationship effect between HRM practices and organizational commitment and turnover intention.

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