

Training And Development On Employee Productivity And Career Advancement

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Abstract: Employees are vital organizational asset that must be proactively or reactively empowered through training and development to bridge the knowledge and skills gap created by the current dynamic working environment. Training and development is a veritable tool used in providing employees with the requisite knowledge and skills to effectively and efficiently undertake job task. This paper aimed at assessing the impact of training and development on employees' productivity and career advancement, the identification of the relationship therein and to suggest how business organizations can enhance the productivity of its workforce to meet challenges in our today's world of business, and creating enabling environment to advance in career - using the strategy of training and development. In addition, for a better practical understanding of the topic under review - some case studies were cited and an empirical research was adopted with the view of synthesizing information on 'training and development on employees' productivity and career advancement. Based on the case studies and analysis from adopted research work - the study reveals that employees who are trained are likely to be more skilful, competent, and more proficient in performing their jobs than the employees' that are not trained. Training and development programs are aimed at upgrading both employee and organizational productivity, and in essence create an opportunity for career advancement for individual employee in an organization. Training and development, is a process of continuous learning which provides conducive environment for employees to gain various knowledge, skills (personal, technical and professional), which helps improve performance, productivity, and keeping them on the right track for opportunity for advancement, towards the achievement of organizational mission, vision and goal.

Keywords: Training and Development, Human Capital, Employee Productivity, Career Advancement

1.0 INTRODUCTION

Training and development are essentially significant to all levels of employees, since skills are eroded overtime, becoming obsolete and are required to be improved upon (Nishtha & Amit, 2010). Therefore, for organizations to survive in this current dynamic business environment and attain competitive edge, employee training and development must be considered as an invaluable tool for building employee competences, enhancing productivity, gaining competitive advantage, sustainability and for career advancement. As organizations try to survive in the turbulent dynamic market, strong emphasis must be laid on human capital in order to be competitive and financially solvent. However, there are other factors that affect organizations' success; organizations must possess productive (i.e. effective and efficient) employees. In addition, organizations differentiating on the basis of human capital due to its intangible characteristics such knowledge, skills and motivation of workforce increasingly sees it as invaluable in order to remain sustainable in the market. Thus organizations should have employees that have capability of adjusting to swift dynamic business environment. Therefore knowledge is turning to basic capital that triggers development. The success of organizations is however dependent on its knowledgeable, skilled as well as experienced workforce. Therefore in order to maintain sustainability, organizations must see continuous employee training and development as invaluable. Training and development is very essential at all employee levels, due to the reason that skills erode and become obsolete over a period of time and has to be replenished (Nishtha and Amit (2010).

The business as well as the working environment in the 21st century is characterized by increasing instability and uncertainty (Masa'deh et al., 2015; Orozco et al., 2015), which is due to technological advancement, fierce competition, increased globalization (Shannak et al., 2010; Masa'deh, 2013), and the growing need for qualified and competent employees in order to enhance organizational productivity which form part of the challenges facing organizational operations (Masa'deh et al., 2016; Obeidat et al., 2016). Therefore, making business organizations in striving more towards utilizing its resources in attracting, retaining and maintaining a talented workforce (Singh and Mohanty, 2012). Organizations are hugely investing in effective training of their employees as an essential means of equipping and preparing them to effectively and efficiently work in the dynamic environment, building competitive advantage, enhancing productivity, fostering organizational success and continuous development (Al-Azmi et al., 2012; Alshurideh & Alkurdi, 2012; Almajali et al. 2016; Altamony et al., 2016).

Development is usually associated with increasing the intellectual or emotional abilities needed to accomplish a better job. The aim of all career development programs is to match the needs and goals of employees with the career opportunities available in organizations today and in the future (Delbari, Rajaipour & Abedini, 2021). Career development programmes are beneficial to organizations because it helps to improve the skills, knowledge and experience of employees towards their work. It benefits not only the individual employee, but also the organization.

One cannot talk about career advancement without mentioning Career development, because it consists of learning activity directed towards future needs of the organization. It is concerned with career advancement than with immediate performance, it focuses on the organization's future manpower requirement and growth/advancement needs of the individual's in the organization. Hence, it is the bedrock to attaining advancement/growth in career, it provides career advancement and development opportunities, it restrict employees from leaving the organization and increases their loyalty (Kibui, Gachunga & Namusonge, 2014). Most organizations may use career development programmes to assist their employees to properly plan their careers because it is believed that, generally employees react positively to career development and advancement opportunities.

Employee productivity is the result achieved by an employee both in quality and quantity that can be seen from the skills and abilities of employees in completing their work in accordance with set standards and responsibilities given by the organizations (Luh & Dewi, 2020). It is the rate at which employees are able to complete tasks assigned to them. This could be measured in terms of employee output, quality service delivery and achievement of set targets. The development of the capacity and capability of employees has a fundamental impact on service efficiency, effectiveness, target achievement, and employee output in the organization. Modern organizations are increasingly paying close attention to the validity of their recruitment practices and are becoming equally vigilant about training and developing their employees' career in order to ensure they achieve optimum productivity both in the present and the future (Mwanje, 2010).

Career advancement is significant to this study and employees involved, as it presents them with the opportunity for long term success, job security, job satisfaction, higher pay, and continuously improvement of skills, knowledge, and abilities in order to stay competitive in the job market. A commitment to career advancement will enable steps toward achieving a better motivated workforce and a high performing organization. It also presents employees with more opportunities to further expand scope learning programmes, thus strengthening employees' skill sets to receive consideration for a promotion and advance their career. More so, it is an open-door-opportunity to get to the next level of employees' career in terms of promotion, higher enriched responsibility, enriched pay-package and other enriched benefits - this opportunity is basically for employees that have gotten to the top cadre or executive level, through constant and relevant training and development programmes. Organisations that give their employees opportunity for career advancement through career management in the organization helps them plan for their future and that of the enterprise to avoid turnover, which will affect production or service delivery (Kakui & Gachunga, 2016). Organizations that aspire to be successful or productive, in today's extremely competitive markets, need employees with the right competencies to assist in achieving a competitive edge in the industries.

2.0 DISCUSSIONS: THE CONCEPT

TIT-BIT

Training and development must be designed and delivered to meet the needs of all employees in such a way that the employees will not be only productive but also be satisfied/motivated (both intrinsic and extrinsic motivation). Training and development has a positive impact on the employees to carry out their work more effectively, increasing their interpersonal and technical abilities, team work, job confidence and work motivation (Kate Hutchings, Cherrie J. Zhu, Brian K. Cooper, Yiming Zhang and Sijun Shao 2009).

Training in organizations holds the key to unlock the potential growth and development opportunities to achieve a competitive edge (Rama V. & Nagurvali Shaik, 2012). Organizations train and develop their workforce to the fullest in order to enhance their productivity and aspiration for career advancement. Thus, knowledge, skill and abilities are determinants of employees' performance which organizations need to continuously invest in wisely in order to improve their employees' productivity and expose them to career advancement/career opportunities. As supported by (Noe, 2006), organizations spend an enormous amount of money and time on training in order to aid employee's learning of job-related competencies. Thus it is important to fully provide the results from training efforts (Dowling & Welch, 2005).

2.1 MAJOR PURPOSE/AIM OF TRAINING AND DEVELOPMENT

Improve the individual's level of awareness. Increase an individual's skill in one or more areas of expertise. Increase an individual's motivation to perform their job well, increase in productivity and create desire for individual to crave for career growth/advancement.

3.0 RELATIONSHIP BETWEEN THE NOTIONS / CONCEPT

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 employees' 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 & Constantinos- Vasilios, 2009). Rohan & Madhumita (2012) also supported that investing in training employees on decision making, teamwork, problem-solving and interpersonal relations has beneficial impact on the organizations' level of growth, as well as impacting on employees' performance. Training affects employees' behavior and their working skills which results into employees enhanced performance as well as constructive changes (Satterfield & Hughes, 2007). Training is most effective way of motivating and retaining high quality in human resources within an organization (Kate Hutchings, Cherrie J. Zhu, Brain K. Cooper, Yiming Zhang & Sijun Shao (2009). Also added by Lowry, Simon & Kimberley (2002), training is a way of enhancing employee commitment and maximizing employee potential. According to Konings & Vanormelingen (2009), Colombo & Stanca (2008) and Sepulveda (2005) training is an instrument that fundamentally affects the successful accomplishment of organizations' goals and objectives. However, the optimum goal of every organization is to generate high revenue and maximize profit and a vital tool to realize this is an efficient and effective workforce. Thus, a workforce is only efficient and effective if the appropriate training and development is provided for such and therefore leading to productivity.



Development programs worth investing so that successful organizations consider the progress of workforce and therefore invest in their training. This results to increase in skill and competence that improve morale and productivity (Sheeba, 2011). Development seems to reduce the turnover rate of employees (Deckop et al. 2006). Thus advancement opportunities do not only reduce absenteeism, but it increases employee's commitment and satisfaction that helps reduce turnover (Atif et al. 2010).

Employee Training, Development & Productivity: Training and development programs are geared towards meeting certain specific needs which includes positively increasing productivity of employees as well as that of the organization and to further control or avert any potential loss resulting from either human or financial cost associated to employee's turnover (Owens, 2006). Employee training is highly related to productivity (Nelson et al, 2012) that helps in generating numerous benefits for both the employee and the organization ranging from enhancing employees' knowledge, skills, behaviour and competences that when properly translated into real life work situations will result to an increase in revenue and profitability (Khan et al, 2011). Asim (2013) opines that there is a linear relationship between employee training, development and productivity (which implies that the higher the level of training received by an employee, the higher is the level of his productivity and vice-versa). This linearity can be displayed through a significant positive change in trained employees' work-related attributes such as knowledge and skills improvement, behavioural modification and higher productivity (Hung, 2010). One of the major crucial human resource practices that has great influence on the quality of employee's knowledge, capabilities and possessed skills resulting to higher employee productivity is identified as training and development (Guest, 1997). Thus, signifying the existence of a positive relationship between training and productivity. Satterfield & Hughes (2007) stated that the behaviour and work-related skills of employees are greatly influenced by training which to a large extent positively contributes to employee's productivity.

Employee Training, Development and Career Advancement: To develop skills required for the different roles an employee takes on as he progresses through the ranks takes time: the progress is facilitated by training and the development of managerial and professional skills. Mullins (2007), points out that career development and training provides more opportunities for career

progression because it may boost competence levels of individuals and the organization. Development is therefore seen as vital for employee productivity. There is no contest about the beneficial relationship between career advancement and employees productivity. Career advancement is very important, especially to employees who have been working in the same industry, perhaps even for the same company, for some time. If they were unable to finish their education, this could be the key to further success and progression in their career. They might want to take their education further. If companies intend to maintain high levels of productivity, they must ensure their employees are provided with career development opportunities. When their employees have the drive and initiative to expand their knowledge, it is a good sign that they will be able to benefit the company further. They might be interested in taking some advancement courses provided by the company. Many businesses will offer to pay for advancement courses so that their employees will perform at a higher standard. Anything that benefits the company should be looked into. Employees who are interested in advancing their career within a company are always willing to participate in additional training courses.

Training existing employees is a great way for employers to maintain a high job satisfaction rate among the employees and a high production rate from their extensive qualifications. According to Ariely (2009) when employees are satisfied with their job and are aware of the room for advancement, they will try hard to prove themselves so they can take advantage of that opportunity. They will also be less likely to leave the position they have for another company that pays better, has better incentives or lets them work in a manner or schedule they appreciate. When an employee undergo career development such as being trained hard or gone back to college for a higher degree, they feel more pride and satisfaction in the work they do which often lead to improved productivity, and pave-way for such employee to move to the next level of his career expectation. Career advancement recognizes and rewards employees for their performance, dedication, and contributions. It provides them with a sense of achievement, increased job satisfaction, and the motivation to excel further. Thus, training and development is a process learning, unlearning and re-learning, in order to acquire new skill, build skill, increase the capacity of employees to contribute to the organization and to grow(advance) in career.

4.0 HOW TO CREATE EFFECTIVE TRAINING AND DEVELOPMENT PROGRAMME IN ORGANISATION

This section talks about how organization can create effective training and development to foster employee productivity and career advancement: To create effective training and development opportunities, employers should begin by determining what skills and knowledge employees need to help the organization meet its goals. Then organizations should tailor their training and development plans according to employee interests and learning styles (uh, & Dewi 2020).

In line with the above sub-topic, the following are various ways employers can effectively create training and developmental programs that will be of benefit both the employee and organization:

Evaluate the Business Impact: Employers should consider the impact they hope the employee training and development programs will have on the organization. Then they should determine company goals for those programs, developing a strategy to support them.

Identify Skills Gaps: Company leaders should determine how employees' work performance is affecting the organization's progress in reaching its goals. Their training should address any skill gaps that are slowing the company's progress.

Select Learning Methods Companies should consider factors such as employee background, preference, and experience when designing their training and development programs. Among the learning method options for training and development programs are the following:

*Classroom style *Coaching and mentoring *E-learning *Simulations *Role-playing *Reading materials

Adjust for Remote Learning With more employees working remotely today, companies must ensure they can provide training and development programs that resonate with off-site staff. Tools such as video-conferences, webinars, and online forums can encourage learning regardless of employee location. To reduce the risk that misunderstandings or cultural differences interfere with the effectiveness of training and development programs, employers should clearly outline expectations and goals for the experience.

Assess Training Outcomes: Organizations should revisit their training and development programs following each activity. Employees' experiences with the training and development programming, and their performance following it, can guide future efforts to encourage learning.

5.0 TRAINING AND DEVELOPMENT TECHNIQUES

There are various techniques of training and development from which organizations may choose to adopt depending on the organization, nature of the industry and the training needs of its employees (Hazra et al, 2017). Employee training has been classified

into two basic techniques; on the job training and development technique and off the job training and development technique (Ngu, 1994; Sabir et al, 2014).

On the job training: This is the type of training that occurs within the organization, to make better use of various equipment, documents and materials that are needed to enhance employee learning process (Sabir et al, 2014) and happens to be the most common technique for attaining employee development in various organizational levels

Kulkami (2013), Abomeh & Peace (2015) identified numerous on the job training programs which includes and not limited to:

- ⊕ **Job instruction:** This is a systematic process of instructing and guiding an employee to perform certain job. It is a sequential form of training offered on each task.
- ⊕ **Job rotation:** This is simply a means through which employees are moved from one job task or department to another in order to have a broad knowledge and experience on various section of the organization.
- ⊕ **Apprenticeship:** This type of training is applicable to jobs that are technical in nature such as electricians, mechanics, carpenters, and is very common and desirable in building metal and printing traders. It requires a steady employee flow, continual supervision and tends to be very expensive.
- ⊕ **Induction training:** this is a training programme that is aimed at new employees as a way of welcoming and introducing them to the new environment to enable them settle and be aware of their expectations as quickly as possible in the organization.

Off the job training: As the name implies, it is a form of employee training that usually occur outside the organization. It involves engaging an external training expert, consultant, training establishments to train either new or old employees on the recent way to perform their work with ease (Abomeh & Peace, 2015) which is highly related to the theoretical knowledge and aspect of work, mostly undertaken in classrooms (Ngu, 1994). Employees tend to effectively acquire interpersonal and problem-solving skill (Noe, 2008).

- ⊕ **Programmed instructions:** This is a more comprehensive way of training using books that are programmed and modern teaching equipment as well as filmstrips. Here, the trainer is responsible in guiding the process of learning.
- ⊕ **Classroom lectures:** It is a formal arrangement where trainees are lectured by qualified personnel in an institution guided by a standard curriculum and syllabus.
- ⊕ **Workshop, seminars and conferences:** This type of training involve the trainee (employee) attending an organized interactive session with a guest speaker who is an expert in certain field of discourse.
- ⊕ **Vestibule training:** In this method an employee is trained on his regular job yet in a different work environment that resembles his workplace. The employee (trainee) can use those equipment, materials and instrument that he is conversant with to practice and display his skills.

6.0 LEVEL OF DEPENDENCY OF EMPLOYEE PRODUCTIVITY ON TRAINING AND DEVELOPMENT

Employee productivity is an important area where effect of training and development can be perceived. Employees who take part in effective training and development programs work more efficiently. Employee productivity can be an indicator of a training's effectiveness (Noe, 2008).

Below are some examples of ways that training and development programs enable employee productive.

Improving Task Management Training and development programs help employees manage tasks individually or in teams, relying on a greater understanding of processes and clearly defined goals. Because employees are well-versed in the skills required for their job, they will require less time to find ways to perform tasks.

Targeting Required Skills Providing training and development to employees allows employers to pinpoint the knowledge and skills they want their employees to have. Training and development programs can educate employees about new skills or provide updates on existing skills to enhance productivity.

Encouraging Continuous Improvement: Today's ever-changing technologies call for up-skilling on a regular basis, and training and development programs provide that opportunity. These efforts encourage innovation and a willingness to take risks to improve processes, with less need for supervision.

Instilling Confidence: Not only will employees who have participated in training and development programs be more confident in their knowledge and abilities, but so will their managers. This confidence fosters a sense of enthusiasm and accountability for work results.

Clarifying Expectations: Training and development programs can help organizations clarify for staff the expectations they have of them. This effort promotes a performance-based culture in which employees set attainable goals based on well-defined organizational principles.

Enhancing Employee Engagement: When employees know they have a supportive employer, they are more engaged and enthusiastic about performing at a high level. Providing employees with training and development opportunities shows an employer is willing to support its employees throughout their careers. When employee receives regular training, it not only enhances their job skills and knowledge but also boost their confidence in applying their talents, as a result, their performance improves, enabling them to function with increased effectiveness that result to productivity in the workplace. Business organizations that want to be productive, or enhance productivity, or want to maximize their investment returns must focus on building a higher return on investment through effective training and development programs for their employees. As the adage goes, an organization's most valuable asset is its employees. You should maximize the true value of this asset to transition from a good to a great organization,

7.0 LEVEL OF DEPENDENCY OF CAREER ADVANCEMENT ON TRAINING AND DEVELOPMENT

Training and Development Leads an Employee towards Career advancements and promotions – these are the factors that employees consider as growth and developmental opportunities. (Nishtha & Amit 2010), considering this, an organization should undertake such training and development programs that lead employees towards career progression and growth. Organizations where career growth and developmental opportunities are regularly communicated and implemented there is a likelihood that these organizations has less turnover because employees are fully satisfied with their jobs. It also helps an employee to properly manage and plan his career as this gives him a guideline to successfully pursue his career and grow in their field of expertise. Training and development is such an imperative strategic tools that organizations use it for effective individual and organizational performance, and thus in this regard organizations are spending enough money on it with such confidence that it will earn them a competitive advantage and gives them better return on investment in the world of business. It is recognized that importance of Training and Development in such a way that many employees has weak points considering their skills, competencies and abilities so to overcome this Training and Development serves as an effective method. Also helps employees to strengthen their already development skills, competencies and abilities. Some of the factors that encourage an organization to undertake Training and Development of employees. Following are the factors listed:

- Change in the internal and external environment of the organization.
- The requirement of suitable skills for existing organizational employees.
- Make existing organizational members flexible enough to adopt changes.
- In order to be competitive an organization support employee career growth. Employees have an ability to make or destroy organization's reputation and profitability. They are also responsible for achieving organizational goals and career advancement. Skills gap in employees badly affects productivity and competitiveness of both; the organizational growth and employee career advancement. Training and development objective is to cater the skill gaps that will serve as a bridge between employee's career advancement and overall organizational growth.

8.0 SIGNIFICANT IMPACT OF TRAINING AND DEVELOPMENT ON EMPLOYEE PRODUCTIVITY AND CAREER ADVANCEMENT (POSITIVE IMPLICATION)

Reference to early explanation of the topic under review, training and development are considered as planned leaning experience by the organizations that help employees to have knowledge about how to perform their current jobs as well as how to prepare oneself for the future competitive jobs (Hazra et al, 2017). Training focuses on present jobs while on the other hand development prepares an employee for newly emerging careers and jobs. The significant impact of training and development is so enormous, in this section of the paper work, we shall be looking at the positivity of their impact on employee productivity and employee career advancement:

Productivity:

- Improved job performance, - Increased efficiency, - Enhanced skills and knowledge
- Better adaptability to change, - Higher quality work output

Career Advancement:

- Promotions and career progression, - Increased job satisfaction and engagement
- Enhanced leadership and management skills, - Greater confidence and self-esteem
- Expanded professional network and opportunities

To further buttress my point, training and development can lead to:

- Improved employee retention and reduced turnover, - Enhanced organizational reputation and attractiveness to talent, - Increased innovation and competitiveness
- Better alignment with organizational goals and objectives
- Improved communication and collaboration

Investing in employee training and development yields a win-win outcome for both the employee and the organization.

9.0 CASE STUDY

Company:

MEDIA CONCEPT TECHNOLOGY ENTERPRISES

Ikeja, Lagos State

Sales of: computers, Laptops, ipod, Phones and other media accessories

Employee:

FIVE SALES REPRESENTATIVE

Background:

Five (5) employees, that are sales representative, were struggling to meet their targets and lacked product knowledge.

The Management suggested Training and Development:

The Company provided Mr. John with:

- Product training session, - Sales skills workshops, - Mentorship program
- Regular feedback and coaching

The impact the training undergone by Mr John

- Improved product knowledge and sales skills
- Increased confidence and self-esteem
- Enhanced customer relationships and satisfaction
- Exceeded sales targets by 25% within 6 months
- Promoted to Senior Sales Representative within a year
- Took on additional responsibilities, including leadership roles.

After-mat effect of the training (The result)

- Increased productivity and efficiency, - Career advancement and growth opportunities
- Improved job satisfaction and engagement, - Enhanced reputation and recognition within the company, - Increased earning potential and benefits

This case study demonstrates how training and development can have a positive impact on employees' productivity and career advancement, leading to increased job satisfaction, retention, and overall success.

10.0 ADOPTED RESEARCH WORK (summary)

Training and development on employee productivity of selected beverage companies in Southwest, Nigeria

The study examined the relationship between training and development and employee productivity of selected beverage companies in Southwest Nigeria. The study comprises 306 respondents who are employees of 7up Bottling Company, Lagos and International Breweries Company, Ilesa in Osun state. It adopted descriptive research design to a target population of 1,267 employees of beverage companies and a sample size of 317 derived using Taro Yamane formula. Data was collected randomly with a well-structured questionnaire. Only 306 copies of the questionnaire was adopted and used for data analysis. The analysis of the variable was done through simple linear regression. Findings show that training and development has a positive and significant effect on employee productivity at $p < 0.05$. The study concluded that training and development boost the productivity of employees and the organization. It was recommended that beverage companies see training as part of organizational strategy to enhance productivity, motivate individual for career growth and ensure it is well planned. Beverage companies should embrace on-the-job and off-the-job training techniques.

11.0 HERE ARE SOME RENOWNED COMPANIES IN AFRICA, EUROPE AND AMERICA THAT PRIORITIZE EMPLOYEE TRAINING AND CAREER DEVELOPMENT:

Africa

- Global Communication (Nigeria) : Invests in employee development and training, Majorly on ICT
- SOA Profession Practice (Nigeria) :known for weekly training to update the employees on the current technology on accounting software

Europe:

- Siemens (Germany) - Known for their comprehensive training programs and leadership development initiatives.-
- Nestle (Switzerland) - Offers various training schemes and career development opportunities to foster growth.
- Unilever (UK) - Focuses on upskilling and reskilling employees to drive business performance.
- Novartis (Switzerland) - Invests heavily in employee development and leadership training.
- BMW (Germany) - Provides ongoing training and development programs for employees.

America:

- Google (USA) - Famous for their innovative approach to employee development and training.
- Amazon (USA) - Offers various training programs and career development opportunities to foster growth.
- Microsoft (USA) - Focuses on upskilling and reskilling employees to drive business performance.
- IBM (USA) - Invests heavily in employee development and leadership training.
- Procter & Gamble (USA) - Provides ongoing training and development programs for employees.

These organizations recognize the importance of investing in their employees' growth and development, leading to increased productivity, retention, and success.

The recent statistic proves that despite the economic downturn and global technological changes, these above stated organizations still remain productive in business – the benchmark behind their successes is training and development.

12.0 INJURIOUS EFFECT OF LACK OF TRAINING (NEGATIVE IMPLICATION)

(Nishtha & Amit 2010), Organizations that ignore or sideline training and development as strategic for employee productivity and career advancement/growth, will face the following hard-nosed challenges in the wheel of progress:

- * Reduced productivity and performance
- * Decreased job satisfaction and engagement
- * Increased errors and mistakes
- * Lower quality work output
- * Difficulty in achieving goals and objectives
- * Limited career advancement opportunities
- * Higher employee turnover and retention issues
- * Decreased morale and motivation
- * Increased stress and burnout
- * Legal and compliance issues (e.g., lack of training on regulations or policies)
- * Inefficient use of resources and talent
- * Negative impact on team and organizational performance
- * Decreased competitiveness and innovation
- * Poor customer service and satisfaction
- * Financial losses and reduced profitability

Investing in employee training and development, organizations can mitigate these risks and create a more skilled, engaged, and productive workforce.

13.0 A CASE STUDY (negative)

Company:

BRYAN PHARMASYICAL COMPANY

Sales and supply of Omega supplements

Employee: Miss Maria

Background:

Miss. Maria, a customer service representative, was not provided with adequate training or development opportunities.

Consequences:

- Maria struggled to resolve customer complaints effectively
- Made frequent mistakes, leading to escalated customer issues
- Felt undervalued and unsupported, resulting in low job satisfaction
- Lacked the skills and confidence to take on additional responsibilities
- Was passed over for promotions and career advancement opportunities
- Eventually left the company due to frustration and lack of growth

Results:

- Decreased productivity and efficiency
- Reduced job satisfaction and engagement
- Increased turnover and recruitment costs
- Loss of talent and knowledge
- Negative impact on team morale and customer satisfaction
- Financial losses due to mistakes and escalated customer issues

Note:

These two above case studies demonstrates the consequences of failing to provide adequate training and development opportunities, leading to decreased productivity, turnover, and financial losses.

14.0 BENEFITS OF TRAINING AND DEVELOPMENT ON EMPLOYEE PRODUCTIVITY AND CAREER ADVANCEMENT

In today's competitive world of business, ongoing improvement through training and development is a must for organizational success. Training and development are very essential for organization's prosperity and the well-being of the employees (Hung, 2010).

Organization benefit greatly from investing in employee training and development. It helps improve how employees work, encourages new ideas, and helps the company reach its goals. Offering continuous learning opportunities boosts employee engagement, reduces absenteeism, and leads to higher productivity and profits.

A consistent training program can bring various benefits to an organization in several ways:

Enhanced Performance : When employees receive regular training, it not only enhances their job skills and knowledge but also boosts their confidence in applying their talents. As a result, their performance improves, enabling them to function with increased effectiveness and productivity in the workplace. This cycle of continuous learning fosters a skilled and motivated workforce that contributes to the overall success of the organization.

Standardized Processes: When employees in a workplace get training, it aids in the standardization of work processes. Thus, employees can adapt and apply the same practices at the workplace that they have learned during the training session. Additionally, standardized work processes foster a cohesive and efficient work environment, leading to improved collaboration and better overall outcomes for the organization.

Organizational Growth : A well-organized training system not only facilitates systematic and methodical learning for employees but also encourages a proactive and confident approach to acquiring new skills and knowledge, fostering a culture of continuous improvement within the organization (Hung, 2010).

Policy Awareness : A strong training program will always assist employees in becoming familiar with the values, ethics, policies, visions, and missions of their company. By aligning employees with the company's values, ethics, policies, visions, and missions, a robust training program cultivates a sense of purpose and commitment among employees, leading to increased engagement and loyalty towards the organization.

Improved Client Satisfaction : When an organization's employees get regular training, their job abilities enhance and they perform more professionally and effectively. Customers will notice the difference in service quality, which will positively impact their perception of the company. In turn, improved customer satisfaction and positive word-of-mouth referrals can lead to increased customer loyalty and a stronger market position for the organization. As employees' skills and expertise grow through regular training, the company gains a competitive edge, further driving its growth and success in the marketplace.

Adopting Advanced Technologies : With the rapid advancement of technology across all sectors, exposing employees to new practices in advanced technology would help an organization improve its efficiency and production. As a result, the organization becomes more adaptable to modern challenges, stays ahead of the competition, and fosters a culture of innovation, leading to long-term growth and sustainability.

Competitive Edge : Today's corporate world is constantly changing thanks to technological advancements, industry trends, and innovation. To remain ahead of the competition, you must understand the crucial nature of employee training.

When you have effective employee development and training measures in place, your employees will be more equipped to adapt to change, providing your organization with a much-needed competitive edge.

Development of Future Leaders : Acquiring skilled leadership may begin with the new talent acquisition or with the selection of existing employees for a leadership role. By establishing leadership development programs, an organization may not have to look out for candidates outside the organization, as they may train the right talent to assume a leadership role.

Employee Retention : Employers have continual challenges in recruiting and retaining talent, yet one method to retain employees is to provide a professional development program. Development programs instill a sense of worth in employees, encourage loyalty, and eventually enhance employee retention. Owing to all these reasons, investing in your employees' professional development is essential for employee retention.

Career Advancement : There are several benefits of a training and development program in a company. One of the most significant advantages of training employees is that certain employees can be trained to assume higher responsibilities. Fulfilling the responsibilities can lead to the promotion of the candidates.

This is a cost-effective approach since recruiting fresh people is costly. Additionally, existing employees are familiar with the organization's processes and work culture, which makes them a perfect match for higher roles and responsibilities.

Better Employee Engagement : Regular development activities may help to keep employees engaged, while frequent training programs can ensure that employees, abilities, and practices are evaluated regularly. Managers may proactively build focused development programs that address any possible skill shortages by assessing a team's existing skills and capabilities.

Accountability and Trust: Training programs may assist individuals who are advancing in their careers and taking on additional responsibilities within a company. They will be able to develop the necessary skills to succeed at their new jobs through these programs. For instance, they may get training in leadership skills or the usage of specialized software in their new post.

Conclusive on this note, effective training and development programmes are highly beneficial to both the employee and organizations in numerous ways such as building individual and organizational capability, facilitates organizational change (Valle et al., 2000), enhances retention, increase capacity of the talented workforce (Jones & Wright, 1992), gaining competitive advantage (Youndt et al., 1996; McKinsey, 2006). Hence employee productivity is achieved and career advancement attained, vis-vis organization gain in the end.

15.0 RECOMMENDATION/SUGGESTION

Management should consider employees' training and career development in the following situations due to today's competitive and challenging World of Business

- **Onboarding:** During the initial hiring process to ensure a smooth transition and equip new hires with necessary skills.
- **Performance gaps:** When employees struggle with specific tasks or skills, training can help bridge the gap.
- **Career advancement:** To prepare employees for promotions or new roles.
- **New technologies or processes:** To ensure employees are up-to-date with the latest tools and methods.
- **Skill obsolescence:** To address skills becoming outdated or redundant.
- **Change management:** During organizational changes, training helps employees adapt.
- **Succession planning:** To develop future leaders and key position holders.

- **Employee feedback and requests:** When employees express interest in learning new skills or advancing their careers.
- **Performance reviews:** To identify development areas and create growth plans.
- **Strategic planning:** Align training with company goals and objectives.
- **Human Resource Skills:** Get the Human Resource Skills to Support Strong Training and Development

Conclusively on this note, training and development provide a host of benefits - they enhance employee performance, reduce employee turnover, and improve company culture, boost employee productivity, create enabling environment for career advancement, (Abomeh, & Peace., 2015). Hence, considering training and development in these situations, management can proactively support employee growth and drive business success.

16.0 FINAL THOUGHT (my own point of view)

Training and development programs unquestionably make a significant contribution to overall workplace productivity, and create a platform for career growth/advancement. It also highlights the need for training management solutions to provide their staff with flexible training. They will not only be able to perfect their abilities during convenient hours, but they will also not be able to compromise project deadlines - employers, as well as organizations, can benefit from it.

In addition to providing consistent quality deliverables, proper training management software can improve employee performance, ensure better compliance with regulatory requirements, and reduce staff attrition rates, among other things. Using employee training software to train multiple employees simultaneously has shown to be a cost-effective technique of ensuring that processes are consistent throughout the organization.

17.0 CONCLUSION

Training and development have a positive impact on employee productivity and career advancement, I strongly advise that Organizations should lay emphasis and embark on effective training and development of its employees in order to maintain a steady increase in their productivity and enhance their desire to step-up to the available executive positions both current and future opportunities

Career advancement, it is a short-term goal, an opened opportunity to a well-trained and career developed individual, to pursue personal growth and aspiration to aim higher, in an organization: which includes higher position/cadre, higher responsibility, higher pay and other scintillating motivational benefits. These to a large extent, motivate individual/employee to give his best towards achieving organizational goals and objectives. (R., & Wright, T. A. 2001). Career development is a core strategic fundamentals to career growth and catalyst to boosting the morale of an employee ['a happy worker is a productive worker'] towards high performance, because as employees are growing in their career (career advancement), so also the organization grows or gain simultaneously: having competitive advantage, out-with the competitors, have global recognition and advantage over others in our world of today's business. It aligns employee's personal goals/interest with organization goals to achieve corporate goals and objectives.

One cannot overemphasized that Organization that imbibe the culture of training and development and adopt such as a core policy, will have pool/stock of human capital which has a resultant effect on productivity, both on the part of the employee and the organization respectively.

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