

Training and Development

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Abstract: Training is process of developing skills, habits, knowledge and attitude in employees for the purpose of increasing the effectiveness of employees. Development is long-term educational process utilizing systematic and organized procedure. It is career oriented.

Keywords: Skills, Knowledge, Attitude, Effectiveness, Organized, Career Oriented.

1. INTRODUCTION

Human Resource Management aims to identify competency gaps of employees and train them to perform the present roles effectively and create conditions to help the employees to bridge these gaps through development. The nature of job is continuously changing due to changes in the organisational and social environment i.e., organisational goals, priorities, strategies customer expectations, technology, new opportunities, new challenges and new knowledge base. Such a change in the nature of jobs requires continuous development of employee's competencies. Employee training tries to improve skills or adds to the existing level of knowledge so that employee is better equipped to do his present job, or to prepare him for a higher position with increased responsibilities. However individual growth is not an end itself. Organisational growth needs to be merged with the individual growth. The concern is for the organisations viability i.e., it should adopt itself to the changing environment. Employee growth and development has to be seen in the context of the organisational change.

The effective functioning of any organisation requires that the employee learning perform the jobs at a satisfactory level of proficiency.

Training is the act of increasing the knowledge and skill of an employee for doing a particular job. It is the process of learning a sequence of programmed job. It is the process of learning a sequence of programmed behaviour and the application of knowledge. It gives the people an awareness of the rules and procedures to guide the behaviour. It attempts to improve their performance on the current job and prepare them for an intended job.

Development is a long term educational process utilizing a systematic and organised procedure by which managerial personnel learn conceptual and theoretical knowledge for general purpose. It refers to philosophical and theoretical educational concepts. It is the process by which managers and executives acquire not only skills and competency in their present jobs but also capability future managerial tasks. It is career oriented. It may come from a management course and effective leadership.

Need for the study:

Training Programmes are directed towards maintaining and improving current job performance. While Development Programmes aim to develop skills for future jobs

2. OBJECTIVES OF THE STUDY

- To identify the training and development needs.
- To study the training and Development programmes.
- To examine the effectiveness of Training and Development programmes.
- To access the training and development programmes
- To find out measures to be taken up to improve the employees training and development programmes.

3. NEED FOR BASIC PURPOSES OF TRAINING

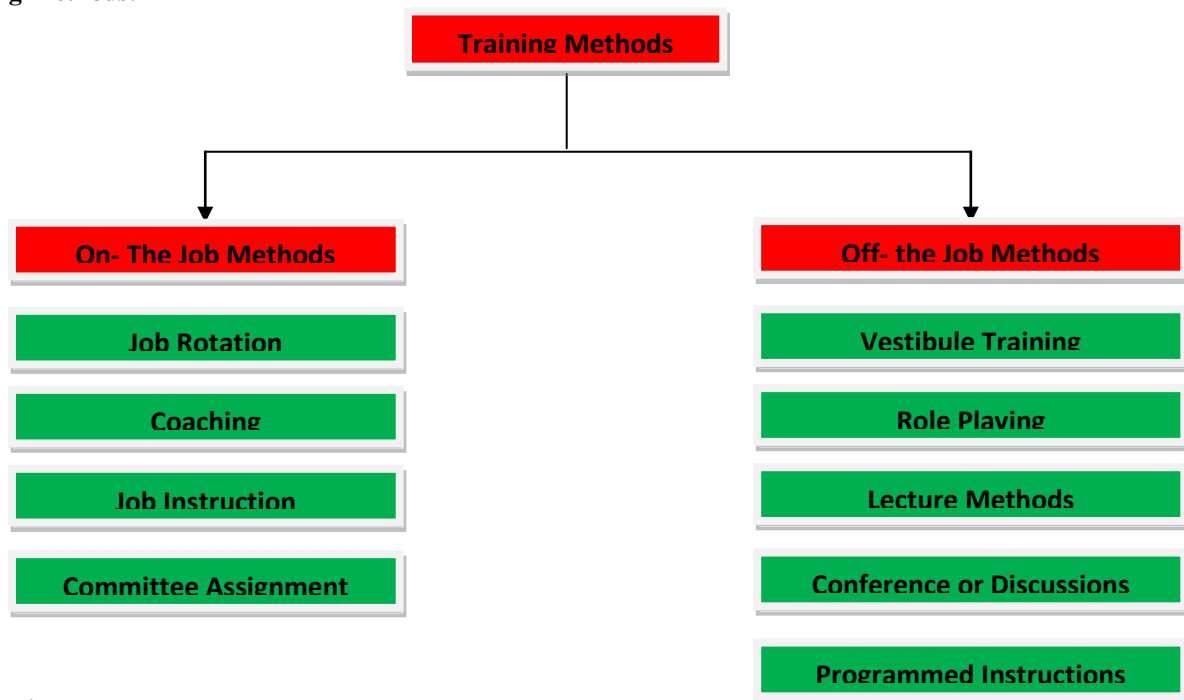
The need for the training of the employees would be clear from the following observations.

- a) **To Increase Productivity:** Instruction can help employees to increase their level of performance. Increased human performance often directly leads to increased operational productivity.
- b) **To improve Quality:** Better informed workers are less likely make operational mistakes. Quality increase may be in relationship to a company product or service , or in reference to the intangible organisational employment atmosphere.
- c) **To help a company to fulfil it's future personnel needs:** Organisations that have a good internal educational programme will have to make less drastic manpower changes and adjustments in the event of sudden personnel alternations.
- d) **To improve Organisational Climate:**An endless chain of positive reactions results from a well planned training programme. Production and product quality may improve, financial incentives may then be increased.
- e) **To improve Health and Safety:** Proper training can help to prevent industrial accidents; a safer work environment leads to more stable mental attitudes on the part of employees.
- f) **Obsolescence Prevention:** Training programmes foster the initiative and creativity of employees and help to prevent manpower obsolescence, which may be due to age, temperament or motivation.
- g) **Personal Growth:** Employees on a personal basis gain individually from their exposure to educational experiences. Wider awareness an enlarged skill, enhanced personal growth is possible.

4. TRAINING DEVELOPMENT AND EDUCATION

- Training is a process of learning a sequence of programmed behaviour. It is application of knowledge. It gives people an awareness of the rules and procedures to guide their behaviour. It attempts to improve their performance on the current job or prepare them for an intended job.
- Development is an related process. It covers not only those activities which improve job performance but also those which bring about growth of personality help individuals in the progress towards maturity and actualization of their potential capabilities so that they become not only good employees but better men and women. In organisational terms it is intended to equip persons to earn promotion and hold greater responsibility.
- Training a person for a bigger and higher job is Development. And this may well include not only imparting specific skills and knowledge but also in calculations certain personality and mental attitudes.
- Education is the understanding and intervention of knowledge. Usually, education is outside the scope of organisation's functions. It involves a range of skills and expertise which can be provided only by educational institutions. An organisation can and does make use of such institutions in order to support and supplement its internal training and development efforts.

Training Methods:



On – the job methods:

Job Rotation:

This type of training involves the movement of the trainee from one job to another. Through this method of training is common in training managers for general management positions, trainees can also be rotated from job to job in workshop jobs.

Coaching:

The Trainee is placed under a particular supervisor functions as a coach in training the individuals. A limitation of this method is that the trainee may not have the freedom to express his own ideas.

Job Instruction:

This method of training is also known as training through step by step. In this method, trainer explains the trainee about the way of doing job

Committee Assignments:

Under this method, group of trainees are given and asked to solve an actual organisational problem jointly which in turn develops teamwork.

Off- the job methods:

Under this method, trainee is separated from the job situation and this attention is focused upon learning the material related to his future job performance.

Vestibule training:

In this method actual work conditions are simulated in a class rooms. This type of training is commonly used for training personnel for clerical and semi-skilled jobs.

Role Playing:

This method of training involves action doing and practice. This method is mostly used for developing interpersonal interactions and relations.

Lecture Method:

This is a traditional and direct method of instruction. The instructor gives the material to group to of trainees in the form of talk.

Conference or Discussion:

It is a method of training the clerical, professional and supervisory personnel. The Success of this method depends on the leadership qualities of the person who leads the group.

Programmed Instruction:

In this method, the subject matter is presented in a series. The trainee goes through these units by answering questions or filling the blanks. This method is expensive and time –consuming.

Processors of HRD:

a) Technical Journals:

Journal’s on technical & management subjects will be made circulated.

In-House Magazine:

Monthly once presentation by executives and guest faculty on topics related to R&D are presented.

b) Seminars- Workshops and conference:

In-House seminars can be conducted for knowledge updating.

c) Guest- Lectures:

Guest faculty can give necessary knowledge updation.

d) Yoga and Meditation camps :

To maintain good health and manage stress, Yoga and Meditation camps can be conducted.

➤ **To make the training and Development programmes effective:**

- Training needs to be determined through job description, performance appraisal, potential appraisal and discussion with employees.
- Training objectives are to be defined specifically.
- The criteria of need for training are to be determined.
- The efficient faculty is to be selected.
- To assess the training needs, the following methods are to be followed.

Group or organisational analysis	Individual Analysis
1. Organisational goals and objectives.	1. Performance appraisal
2. MBO or work planning systems	2. Interviews
3. Quality circles	3. Questionnaires
4. Customer satisfaction data	4. Attitude survey
5. Consideration of current and projected changes	5. Rating scales
6. Exit Interviews	6. Observation of Behaviour

To improve the employees training and development programmes the following suggestions can be followed:

- 1) Duration of training programme can be increased.
- 2) Latest issues are to be included in the curriculum of training and development programme to face the future challenges.
- 3) Foreign training programmes can be organised.
- 4) No. of training programmes must be increased.
- 5) Training should be given not only for the present technology and also for future technology. So that nobody will be ideal at the time of introducing new technology.

5. CONCLUSION

- Training is compulsory needed for executives and non- executives to improve their skills and talent and to achieve the organisation goals.
- The duration of training programme should be more to gain required knowledge, skills and talents. There is a false opinion that there is difference in the quality of training programme between private and public sector companies.
- Latest issues to be included in the curriculum of training and development programme to face the future challenges.
- Training is to be given not only for the present technology and also for the future technology. So that no body will ideal at the time of introducing new technology.

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