

Golden Research Thoughts

## TRAINING AND DEVELOPMENT: AN IMPORTANT TOOL IN THE HANDS OF MANAGEMENT FOR THE BETTERMENT OF EMPLOYEES AND THE BUSINESS ORGANIZATION

### ABSTRACT:-

Training and development of human resource of the business organization has been recognized as an important element for the development of desirable attitude of the employees and management. After selection of the employees, they are placed on the job and they need education and training to perform their jobs effectively. Training is a planned process of teaching and imparting specific skills while development involves intellectual, moral, physical and psychological progress to an individual in personal and their job areas. Training is an organizationally planned effort to change the attitude and behavior of employees so that they can do their jobs on desirable levels.



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## **INTRODUCTION**

Training provides required knowledge and skills to the employees to perform their specific jobs. Development is a wide term or concept and it involve organizational norms and values for the given role. Training is the special act of increase the knowledge and skill of an employee for doing a particular action or job. Training is a short term knowledge imparting process. According to Dole S, Beach, Training is the organized procedure by which people learn knowledge and or skills for a definite purpose. Training provides skills required for the job and it is a short term process utilizing a systemic and special organized programme, It gives technical knowledge and skills to the non-managerial employees for a predetermined purpose of the organization. Training is to make the employees perfect for their given role playing. The clear and faultless action will improve the quality and speed of a action. Training has great importance and it find out own errors while performing the given role. Training improves the knowledge, skills, behaviours, attitudes and aptitude towards the requirements of a job and business organization. Training is a process where human principles of courtesy, integrity, honesty and behavior can be properly taught and changed. Training is essential to keep current progress and development and to increase the future performance abilities of employees. Training and development is a tool in the hands of management to cope with change and to make desirable change in the minds of employees and supervisors for the betterment of their own and the business organization.

## **OBJECTIVES OF THE RESEARCH STUDY**

- 01.To provides theoretical background of the Training and Development concept.
- 02.To study the needs and importance of training and development to the individual employees and to the business organization.
- 03.To study the various methods of training and development.
- 04.To make suggestions about and training and development policies.

## **DATA COLLECTIONS**

This research paper is totally depends on secondary data. The information or data collected for this research paper is taken from various reputed books which are devoted to the personnel and human resource management, research papers published by various researchers in different seminars and workshops held at national and international levels, news papers, magazines, journals dedicated to personnel and human resource management and my own experiences which I have got in my different areas services.

## **ANALYSIS AND INTERPRETATION**

At present the training of employees has assumed the more significant place in the field if of business organization due to changing scientific and technological development in the field of production process. As the production processes become more and more complicated, training to employees is becoming an essential part of management to make the employees more productive and efficient. Training and development involves education, training and learning. Education is defined as “Activities which aim at developing the knowledge, skills, moral, values and understanding which required in all aspects of life rather than knowledge and skills relating to only a limited field of activities”. Training can be defined as “A planned process to modify attitudes, knowledge or skills and behavior through learning experience to achieve effective performance in an activity or range of activities”. Learning can be defined as “Knowing and understanding something it may be skills, techniques, practices, etc. that were not previously known to the employees”. Skills, Skill is that attribute or merit or ability of a person which helps to convert available information and knowledge with him into an action. Employees have some basic theoretical skills. But the training provides that skills to the employees which they use their theoretical knowledge and skills in their daily working. Employee needs skills to operate machines and use equipments and materials with minimum damages and least wastages and scraps. Employees not only needs job oriented skills but attitudinal change, decision making, problems solving and human relation skills also. Development, In Personnel and Human Resource management process training and development functions are combined together for development knowledge, skills, attitudes, values for the individual employees and organizational performance. Development process is a long term educational process and it stress on norms, values, conceptual and theoretical knowledge for general purpose. It is framed for managerial personnel.

## **TRAINING POLICY**

Presently training is becoming an essential part of Human Resource Management to make the employees more competent, efficient and responsible about their job. The scope, need and importance of training depend upon the nature of the job and type of employee to be trained. Employees need training continuously to make more valuable for the organization and to develop them for the promotion. It helps the employees to develop their abilities to adapt new job and changing role in the organization. So, a proper and comprehensive training policy should be selected and adopted to train workforce of the organization. The implementation of the training and development policy includes the decision in respect of the following.

01.The selection of the Trainers: The effective and successful implementation of training programme or policy needs the skilled and competent trainers. Trainer must possess the knowledge and skills of jobs and the various methods of training to be given or followed. Trainer must be professional. He or she must have modern and advanced training knowledge and skills.

02.Selection of the trainees: The selection of the trainees should be made with appropriate care and intention. The improper selection of the trainees may lead to unnecessary expenditure of the business organization. Therefore, the selection of the trainees should be made on the base of personnel records and departmental records. The management of the organization must keep the questions like whom to train/? Why to train? When to train? And how to train? While selecting the trainees.

03.Identification of Training areas and its needs: The training programme should be based on organization's policies and procedures and other needs of the organization.

04.Methods of Training: There are different methods of training and development of the workforce of the organization. Training and development programme must be based on employee individual differences. Employees may differ in ability, interests, speed of work and thus, different methods should be used to train to employees.

#### **NEED AND IMPORTANCE OF TRAINING AND DEVELOPMENT**

Employee training has a great importance for a strong business organizational base. It is essential that newly appointed employee must be properly trained and developed in his respective job. However, training to old employees is also needed for their promotions to higher jobs. Training is a very practical and essential part because it enables employees to develop within the organization and to increase their values. It helps to employees to achieve better cooperation with the management. Training increase the knowledge and skills of employees which leads to improve their quality and the morale of the employees speed of their production. It increases the morale of the employees which helps to reduction of their dissatisfactions. Following are the reasons why training and development is necessary for the employees.

01.To increase efficiency: Training and development programme improves efficiency of the person. The person learns to perform the assigned work in a scientific, systematic and logical ways. It is essential that employee which need to keep on upgrading his knowledge and skills in order to perform efficiently.

02.To know organization better: Training to new employees give them the clear and optimum idea to know their business organization better and its policies, procedures, rules, regulations and rules and norms of discipline of the business organization. Training enables new employees to feel good in their assigned jobs.

03.Training reduces wastage: An untrained employee is likely to perform in a hazardous manner. This would lead the wastages of resources of the organization but training helps them to improve their knowledge and skills and avoid unnecessary movement and action at the work place.

04. To sustain individual service: Training contributes stability of service of employees because they rarely leave the organization and thus it provides stability to the organization too.

05.To increase in production and profit: Training increases knowledge and skills of the employees which result to increase in production and ultimately in profit.

06.Training makes possible to the employees to use the materials, equipments and machinery with proper care and therefore it reduces accidents, wastages of materials and damage to machinery.

07.Proper training leads to increase the productivity of an individual and the organization.

08.Training makes efficient to the management for the present and future needs. It boosts the morale of the employees as well as management. It helps to prevent manpower obsolescence by fostering the initiative and creativity of the employees.

09.Training creates a sense of responsibility in the minds of employees as well as management towards the individual and organizational objectives and goals.

10.Training provides that information, knowledge and skills to the employees for the future performance and to adjust the changing environments.

11.Training bridges the employee specifications with the assigned job requirements.

#### **GOALS AND OBJECTIVES OF THE TRAINING AND DEVELOPMENT:**

After determination of the training needs, it is important to clarify the training goals and objectives. Training goals and objectives must match with the goals and objectives of the organization and the need of employees assigned jobs to be performed with well defined itself. These are given as per the following.

01.To make employees acceptable and to prepare them to meet the present and future changing needs of the individual employee, jobs and the organization.

02.To enrich and enhance the existing knowledge, skills and positive behaviours and attitudes of the employees.

03.To develop the technical and modern knowledge and skills of the employees.

04.To give basic knowledge and skills to the employees for the expected performance.

05.To make employee responsible for himself and towards the organization.

06.To increase the existing ability and competence for higher level responsibility.

07. To make them aware about the quality and quantity of their existing knowledge and skills and the future needs to them for their expected performance by the organization.

08. To impart social skills like inter personal relationship, team work and leadership.

#### **METHODS AND TECHNIQUES OF TRAINING AND DEVELOPMENT**

The training is necessary to the new as well as old employees with the processes and techniques of the works which they are required accomplish as per the required quality and quantity and within the stipulated period of time. But training methods and techniques and its contents may not be the same for all types or categories of employees such as clerical, technical or supervisory staff. The selection of the training method and technique is depends upon on the jobs requirements or the goals and objectives of the training or need of the change or strategy of the organization of the organization. Following are the methods of training.

**01. INDUCTION TRAINING:** Induction implies initial orientation or training of the employees when they are selected and recruited by the organization with a view to preparing them familiar with the organization and various its policies and procedures. In this method employees are made aware about the hours of work, conditions of services, available amenities, HRM policies, rule and regulation of discipline and such other necessary information. This method provides background information and knowledge to the employees about the organization which every employee needs while performing his role as a individual member and employee of the organization.

**02. JOB INSTRUCTIONAL TRAINING:** This method gives all required information and knowledge about the job. This training is given to the employees with a intention to enriching and advancing their available knowledge about the job which they have to perform. Employees are trained to learn processes and techniques of production, handling of machines and equipments which they are going to use and the best possible use of materials, They also provides necessary information to avoid the accidents while they operating machines. Thus this method is called as job instructional method because this method is used for the specific and targeted employees with their specification of the jobs.

**03. PROMOTIONAL TRAINING:** This type of training is given to those employees who are being promoted on the higher level responsibilities. Several business organizations follow a policy of recruitment and selection of employees from within the business organization for promotion or higher level positions. When the existing or lower level employees are promoted, they require some training so that they may not feel any difficulty in performing responsibility of the given role in the organization. In this training method all managerial skills such as supervisory skills, commanding and directing skills, communication skills, Motivation and leadership skills and human relation skills are given to the employees those who are promoted as a supervisor or manager. Another aspect of this method is to provide required information and knowledge to the employees to perform their assigned higher level job.

**04. ON THE JOB TRAINING:** Under this method, a newly appointed employee is put on the machine or on his assigned job for which job he appointed or specific job under the guidance of a supervisor or the heads of the department. He is explained the detailed nature of the job which he is going to perform. He is allowed to learn the basic and required information, rules, regulations, processes and procedures of the job to be done by him along with an experienced employee.

**05. VESTIBULE TRAINING:** Under this method, the newly appointed employees are trained in a separate training centre. This method is same as the job instructional training except that it occurs off the job training. In this method trainees are taught how to use the machines, tools and equipments which they are separately arranged in a separate room by the experienced job instructors as well as efforts are made to create natural working environmental as it prevails in the workshop where the production is being carried on.

**06. APPRENTICE TRAINING:** This method is for to give the sufficient information, knowledge and skills of job to employees or the apprentice to enable them to gain complete proficiency. Under this method each trainee is given a specific job according to predetermined schedule which enhances an efficient training for increasing and improving the knowledge and skills of the trainees. In this method trainees are required to gain not only real job experience but also to attend classroom training to have conceptual understanding.

**07. OTHER TRAINING METHODS AND TRAINING AIDS:** There are other various training methods and different aids of training such as lecture method, simulation method, case study method, role playing method, coaching and mentoring method, job rotation method, seminar and conference method, behavioural modeling method and business game training method. All above mentioned training methods are used fixed and specific training purpose and when and where individual employee or organization needs.

**SUGGESTIONS AND CONCLUSION:**

Training and development of human resources in an organization has been rightly recognized as an important tool for the development of desirable motives and behaviourable attitudes and aptitudes both on the part of management and individual employees. It is accepted globally as an essential element and tool to derive a complete performance from the employees. Training must be given to employees before they are to place to exercise their available knowledge and skills to perform assigned job. Training to employees is necessary for a strong organizational base which cannot be achieved without well trained and skilled workforce. Training makes employees perfect for their duties and responsibilities. Training improves the job quality and speed of action. Training serves as an important agent for the increasing, improving and developing effective habits and methods of job and thereby improves the total performance of the individual employees and the organization.

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