



A STUDY ON TRAINING AND DEVELOPMENT IN AN ORGANIZATION

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ABSTRACT:

Training and development is the field which is concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational setting. It has been known by several names, including employee development, human resource development, and learning and development. Training focuses on doing activities today to develop employees for their current jobs and development is preparing employees for future roles and responsibilities. The purpose of this paper is to present a conceptual study established on the employee training and development program and its benefits. Training is the activities that are designed to provide learners with the knowledge and skills needed for their present jobs whereas development is the learning that goes beyond today's job and has a more long-term focus. Although training and development usually go hand in hand, they differ in that training can be done by all staff, whereas development is usually undertaken by the managers. Therefore, organizations are financing large amount on employee training and development programs. The study has found that training and development program increase the skill, ability and intellectuality of the employees. Thus, employee training and development programs are important aspects which are needed to be studied and focused on.

Keywords: *Training and Development, Human Resource Management, Training Needs.*

INTRODUCTION:

The survival of any organization in the competitive society lies in its ability to train its human resource to be creative, innovative, inventive who will invariably enhance performance and increase competitive advantage. Training and development is an aspect of human resource practices that help in enhancing employees' skills, knowledge, and competence capable of improving employees' ability to perform more efficiently. Training and development play a vital role in the effectiveness of an organization. It is one of the most pervasive techniques for improving employees' performance enhancing organization productivity in the work place. Employees are the indispensable asset and key element of gaining competitive advantage of any organization. Training has the distinct role in the achievement of an organizational goal by incorporating the interests of organization and the workforce and training is essential tool for its actualization. Development is a long term education process utilizing a systematic and organized procedure by which managerial personnel learn conceptual and theoretical knowledge for general purpose. Training and Development improves the workforce competence in order to create a competitive advantage and contribute to organizational success. Training and development is also a means for employers to address the employee's needs.

Every organization should have the employees, who are capable to swiftly adjust in continuously fluctuating business environment. Today most of the companies are investing a lot of money on the training and development of employees in order to remain competitive and successful part of the organization. The importance of training for employees is rapidly growing and organizations are using this tool to compete with their competitors in the market. Furthermore, organizations are struggling to get success in the worldwide economy, trying to differentiate on the basis of abilities, information, and enthusiasm of their workforce. Reference to a current report prepared by American Society for Training and Development,

organizations are spending more than \$126 billion yearly on employee training and development.

LITERATURE REVIEW:

Maaly Mefleh Mohammed Al-Mzary (2015) to examine the attitudes of administrative leaders and administrative employees concerning the training courses provided, as well as the impact of training on employee job performance at Yarmouk University in Jordan. The study is carried at a Malaysian small and medium enterprise (SME). Findings indicated that training courses are related to the training needs of the employees to a medium degree, and that there are several conditions which determine selecting eligible employees for training. Results indicated also that there is relationship between effective training and employees' job performance. Based on the results of the study, several recommendations were provided.

Ms. Pallavi P. Kulkarni (2013) in this competitive world, training plays an important role in the competent and challenging format of business. Training is the nerve that suffices the need of fluent and smooth functioning of work which helps in enhancing the quality of work life of employees and organizational development too. This paper focuses and analyses the literature findings on importance of training and development and its relation with the employees' quality of work life.

NaderBarzegar et al (2011) aims at determining the impact of on-the-job training courses on the performance of the employees at the Organization for Martyrs' Affairs. The statistical population consisted of the managers and staff in 5 provinces; they were selected among those employees who had taken part in at least 2 courses since 2010(N=2700). The witness group (n=480) were selected through "improbable accessible sampling" method based on Morgan, Cohen and Krejcie tables. The data collection was done by the used of valid questionnaire and interviews. The Alpha index (=0.95) was used to measure item reliability. This applied study is done on the basis of descriptive survey method. Data analysis is done through application of both descriptive and interpretative statistics.

Jeeyon Paek (2006) is to examine the impact of training program characteristics on training effectiveness among organizations receiving training services from external training providers. Two surveys were sent to HRD managers and senior managers per company. The results showed that the operational margin of the programs where private training providers were involved increased more and that senior managers perceived the entirely developed training program was more effective than the generic, standard programs.

OBJECTIVES:

The Major objective of the study is to analyze the role of training and development in an organization

1. Training and development helps in optimizing the utilization of human resources.
2. To study the Importance of Training and Development in an Organization
3. To study the benefits of training and development in an organization

Aims and Objectives of Training and Development

An organization's effectiveness is dependent on its ability to accomplish the following objectives:

1. To achieve goals
2. To maintain itself internationally

3. To adapt to its environment
4. Training inhuman relations has become necessary for tackling human problems for peaceful industrial relations.

Training Methods / Techniques

Training and development must consist of five steps:

Step 1: Needs analysis -: In this step the trainer identifies the specific job performance skills needed, assess the prospective trainee's skills and then develop specific, measurable knowledge and performance objectives based on any deficiencies identified.

Step 2: Instruction design -: Here the trainer decides on, compile and produce the training programme content including workbooks, exercises, and activities. Some the techniques might include on-the-job training, off-the-job training and so on.

Step 3: Validation -: (optional) this stage validates step 2 in which there is testing of the training programme on a small representative audience.

Step 4: Implementation -: This is where the training programme is actually put into action.

Step 5: Evaluation -: Here management assesses success or failure of the programme.

Benefits of Training and Development

The purpose of training and development – to improve knowledge and skills and to change trainee's attitudes Thus training becomes one of the most important potential motivator and hence the following benefits do accrue from training and development programmes:

1. Increase in the confidence and commitment of staff
2. It provides the needed recognition and enhances responsibility which could lead to an increase in pay and promotion. This more so in organization where pay LCO
3. With confidence comes the feeling of personal satisfaction and achievement. This could further broaden career progression opportunities
4. Training and development improves the availability, quality and skills of staff.

Importance of Training and Development in an Organization

Training and career development are very vital in any company or organization that aims at progressing. This includes decision making, thinking creatively and managing people. Training and development is so important because- addressing employee weaknesses

Stages of Training And Development Programs:

Training should be conducted in a systematic order so as to derive expected benefits from it.

The training system involves four stages, namely:

- a. Assessment of training and development program's needs.
- b. Designing the training and development programs.
- c. Implementation of the training program
- d. Evaluation of the training program

Training and Development Policy

Policies are formulated to provide guides to action and to set limits to decision making; what should be done in certain circumstances and how particular requirements and issues. In human resource, there could policies on training and development, recruitment and selection and salary administration and compensation; just to mention a few. Such organizational policies (human resource policies) are either formally expressed in manuals or informally as

haven grown from customs and traditional practices over the years. However to avoid ambiguity, it is very important that all major policy statements are formally expressed in manuals. This makes it possible and easier for managers, supervisors, union/association executives to familiarize themselves with relevant policies and how they should be interpreted. Lists the following as the essential components of a training and development policy

1. The view that continuous training (and retraining of employees) is the norm
2. The assumption that training will be a life – long process (may as long as employee remains in the employment of the organization)
3. Recognition of the need to update existing skills, replace redundant skills and train for new skills and
4. The need for multi-skilling to cope with change. (In today's work labour market multi-skilling is the new paradigm shift for would be employees). This is because with the increase in the cost of doing business while profit are declining, management of business are working to cut cost in the numbers of hired employees.

Knowledge Development: This involves having the more experienced employees coach the less experienced employees. It is argued that mentoring offers a wide range of advantages for development of the responsibility and relationship building. The practice is often applied to newly recruited graduates in the organization by being attached to mentor who might be their immediate managers or another senior manager.

Orientation: This is yet another training and development method. This involves getting new employees familiarized and trained on the new job within an organization. During this process, they are exposed to different undertakings for example the nature of their new work, how to take on their identified tasks and responsibilities and what is generally expected of the employees by the organization.

Conferences: As a training and development method involves presentations by more than one person to a wide audience. It is more cost effective as a group of employees are trained on a particular topic all at the same time in large audiences. This method is however disadvantageous because it is not easy to ensure that all individual trainees understand the topic at hand as a whole; not all trainees follow at the same pace during the training sessions; focus may go to particular trainees who may seem to understand faster than others and thus leading tot under training other individuals.

Role Playing: Involves training and development techniques that attempt to capture and bring forth decision making situations to the employee being trained. In other words, the method allows employees to act out work scenarios. It involves the presentation of problems and solutions for example in an organization setting for discussion.

Skill Development: All the human resource development activities are meant to either improve performance on the present job of the individual, train new skills for new job or new position in the future and general growth for both individuals and organization so as to be able to meet organization's current and future objectives. There are broadly two different methods that organizations may choose from for training and developing skills of its employees. These are on-the-job training given to organizational employees while conducting their regular work at the same working venues and off-the-job training involves taking

employees away from their usual work environments and therefore all concentration is left out to the training.

Employees' Efficiency: These are a number of methods which may be used to develop the skills required within an organization. These course and programs are usually a set of defined and known programs where the contents, durations and all the details about the training are clear to both the organization and the personnel to be trained. Unlike informal trainings and programs, formal training and programs can be planned earlier and also plan for their evaluation.

Identification of Training and Development Needs: Managers are expected to discuss training and development needs with each of their staff at least annually as part of the Performance Review and Planning process. The training and development needs of staff newly appointed to their positions should be discussed within four weeks of their taking up the position, whether or not they are new to the organization.

Internal Training and development Sessions: The Training and Development Unit organises training for staff on all campuses sites and can set up specific sessions to meet identified needs for a department or section group of departments, or occupational group. Computing Services also administers an ongoing programme of courses for staff and other organization sections and departments offer training sessions for staff as needs arise.

External Training and Development: Organization sponsored staff attending external courses from time to time the organization may decide to send staff to specific external courses. Depending upon the nature of the course and the time frames, nominations may be sought by the Director Training and Development from appropriate managers. Representation will be decided by the Nominations sub-committee of the Training and development Advisory Committee in accordance with the criteria outlined below. Fees (and approved travel and accommodation where applicable) will generally be met from the centralized training budget.

CONCLUSION:

In India, many companies other than multi-nationals are not meeting the employee demands with reference to training and development and ultimately the gaps found in the required skills vis-a-vis attained skills have become so wide that inter-relationships of training and performance are badly disturbed. 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. Training enhances the overall performance of an organization in various ways. The major areas where employees are normally trained in an organization are Soft- skill Development, Personality Development, Interpersonal Relationship, Problem solving techniques etc. Training moulds the employee's attitude and helps them to achieve a better cooperation within the organization. Training and Development programs improve the quality of work-life by creating an employee supportive workplace. If there is a systematic training and development program for the employees the companies will harvest its profit from the market and remain competitive in the job market. An organized and efficient development program with supportive apparatuses will significantly assist the organizations to retain the most valued human resource, especially

those who have a lot of experience with the organization. If organizations are capable to support all employees in meeting their requirements then both, employees and organizations will get the long term benefits. It is also very important for the organizations to timely evaluate the success of employee training and development program.

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