**A STUDY ON ROLE OF TRAINING AND DEVELOP0MENT IN AN ORGANIZATION DEVELOPMENT**

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**ABSTRACT**

***T****raining and development is the field which is concerned with organizational activity aimed at increase the performance of Individuals and groups in organizational concern. It is a combined role often called human resources development or human resource management. Development of “Human” resources is remaining competitive in the marketplace. Training focuses on doing activities to develop employees for their current jobs and development is preparing employees for future roles and responsibilities. It carry out an analysis that the objective of training and development is to creative learning organizations which ensure that employees through value addition can effectively perform their responsibilities, gains competitive advantage and seek self growth: this measurable performance resulting from efficient training and development, it enhance organization development. Everyone seems to be searching for the perfect measurement system to increase organizational capabilities, performance and link them with the business strategy. Human resource practitioners, organization development consultants, training managers, and senior managers realize that any training and development activities should eventually show a positive return and improve the bottom line. Hence, the training and development has an important role in the human resource management. It is a process transferring information and knowledge to employers. It is equipping employers to translate that information and knowledge into practice with a view to enhancing organization effectiveness and productivity, and the quality of a management of people. It should be considered along with education policies and systems which are crucial to the development of human resources. This study investigated the training and development practices at organization, the study aimed at finding out the nature of training and development policy. It further revealed that the policy is adequate in content and the awareness of the training and development policy among the organizations.*

***Keywords: Human Resource Development, competitive, development policy***

**INTRODUCTION**

Conventional ‘training’ is required to cover important working skills, techniques and knowledge, and much of this taking a proactive progressive approach to this sort of traditional training. Training and development guide is oriented chiefly around what’s important for people, rather than profitable for organizations. The reason for this is that in terms of training, and development, what’s important for people is good for the organizations in which they work–what’s good for people’s development is good for organizational performance, quality, customer satisfaction, effective management and control, and therefore profits too. Organizations which approach training and development from this stand point inevitably foster people who perform well and progress, and importantly, stay around for long enough to become great at what they do, and to help others become so. Training is a very commonly used word, it traditionally ‘belongs’ to the trainer or the organization, it should be about whole person development–not just transferring skills, the traditional interpretation of training at work. Being realistic, corporate attitudes and expectations about what ‘training, and does cannot be changed overnight, and most organizations skill see ‘training’ as being limited to work skills, classrooms and power point presentations-However, when your start to imagine and think and talk about progressive attitudes to developing people beyond and traditional skills training. The objectivity of training and development and its continued learning process has always been leverage with an organization and now it has become rather an over arching trend of social needs, emphasizing that organizations must inculcate learning culture as a social responsibility. It has been also proved by many studies in the past that there are sound connections between various training and development practices and different measures of organizational performance.

In the world global competition is the basic element to define firms’ strategies as a result industrial economy has been experienced to pass toward to knowledge economy. As being a competitive market development day by day it’s very difficult to enhance sustainable growth for the firms’ side. All researchers and practitioners are aware of the advantages and disadvantages of a competitive work environment and try to find ways for adapting to competitive conditions. These efforts have mostly focused on human resource management practices in the last two decades especially with the emergence of strategic human resource management approach.

There is a considerable difference between the prospects or prescriptions in favor of the “investment in man”, and the practices of the companies. Human resources function is well developed and completely recognized, its importance is increasing, but nothing makes it possible to think that the most traditional constraints and priorities were confused: the control of market, requirements of finance and short-term profitability, surveillance of competitors, the possibility of recruiting a well-educated labor under advantageous conditions: many factors invite to found the idea of “strategy of human resources”.

The relationship between perceived sufficiency of Human Resource Management practices, person-organization fit, and person-job fit has not been examined before. In the present study, it is hypothesized that perceived sufficiency of Human Resource Management practices contributes to actual and perceived person-organization fit and perceived person-job fit.

That is, if Human Resource Management practices are perceived as sufficient, the employee will have a better sense of fit with the organization and the job. In addition, the other hypothesis asserts that anxiety will influence the positive relationship between perceived sufficiency of HRM practices and person-organization fit and person-job fit. That is, although Human Resource Management practices are perceived as sufficient, persons with high anxiety may not have a better sense of fit with the organization and the job.

It is a necessity that the strategic approach to human resources issues to be addressed in modern organizations. Changing internal and external environmental conditions and new problems emerging and complex understanding of management-organization is the most important source of competitive advantage must not forget to give strategic importance to man. Into almost every part of the world as a result of globalization, operations, growth, downsizing, mergers, restructuring and corporate responsibility as the lives in the process, introduced concepts such as active and working every day to try a new technique in the management of human resources in organizations, management is becoming a very big importance and priority. Therefore, human resource management issues to be addressed at the highest level in the organization and management of strategic decisions are required. People in all matters related to the organization as a whole is brought together and integrate in a way compatible with its surroundings. Managers with strategic decisions and practices focus on results and it should reflect the thoughts and actions.

As the technology presents new solutions to the organizations, Human Resource Management departments start using cutting-edge technology solutions in the market. Purchasing the best-of-breed tool in the market seems the best solution. However, using tools directly commercial-off-the shelf brought new problems rather than informing the business processes.

Human resource management literature has generally focused on the constructs of commitment, job satisfaction, and organizational effectiveness. The fit between persons and organizations, and persons and jobs is a neglected area. However, when one considers the intended goals of HRM practices, a sense of fit may be suggested as an expected target. Thus, it seems worth studying whether the positive views of employees about Human Resource Management practices makes a difference in terms of their fit with the organization and the jobs that they undertake.

**HUMAN RESOURCE MANAGEMENT**

Although it was commonly accepted that Human Resource Management practices had formally started with industrial revolution, the fact is that the roots of Human Resource Management lie deep in the past. Just as the employees who shared the tasks that have to be done in modern organizations, humans in ancient societies also, divided work among themselves. So it can be said that division of labor has been practiced since prehistoric times. Tasks were allocated according to skills such as the ability to find food or plants, track animals or cook (Price, 2007) but the major contribution to the development of the Human Resource Management systems is provided by industrial revolution in the 1800’s.

The terms of human resource management and human resources have largely replaced instead of personnel management in the processes of managing people in the organizations. While human resource management is defined as a strategic and coherent approach for the organization’s most valued assets behind on the workers, there is no upon description of it. Personnel department is mostly to manage the paperwork around hiring and paying people.

More recently, organizations consider the Human Resource department as playing a major role in staffing, training and helping to manage people so that people and the organization are performing at maximum capability in a highly fulfilling manner (McNamara, 1998). In the global business, Human Resource Management is increasingly considered a contemporary development to reshape employment relationships as a tool that may have effectively replaced other management traditions like Personnel Management (PM) and Industrial Relations (IR) (Marchington & Wilkinson, 2002).

Human Resource Management paradigm shift involves looking at people expense as an investment in human capital (Evans and Lindsay, 1999). One of the results of this shift in perspective has been the downsizing and outsourcing phenomenon of the last quarter century. While this has been traumatic for millions of employees in companies worldwide, its underlying basis involves an effort to examine the use of ‘human capital’ to create value in ways that maximize the human contribution. This scrutiny continues to challenge the Human Resource Management to include recent major trends to outsource some of all Human Resource Management activities not regarded as part of a firm’s core competence.

**MEANING OF TRAINING AND DEVELOPMENT**

As defined by Richard Beck hard, “ Organization development” (OD) is a planned, top down, organization-wide effort to increase the organisation is effectiveness and health. Organization development is achieved through interventions in the organization’s “Processes” using behavioural science knowledge (i) According to warren Bennies, Organization development is a Complex strategy intended to change the beliefs, attitudes, values, and structure of organizations so that they can better adapt to new technologies, markets, and challenges. Warner Burke emphasizes that OD is not just “anything done to better an organization,” It is a particular kind of change process designed to bring about a particular king of end result Organization development involves organizational reflection, system improvements, Planning and self analysis.

**TRAINING AND DEVELOPMENT PROCESS**

In order to ensure that employees are equipped with the right kind of skills, knowledge and abilities to perform their assigned work, training and development plays crucial role towards the growth and success of organization. By choosing the right type of training, ensure that employees possess the right skills for and the same need to be continuously updated in the follow up of the best and new HR practices. To meet current and future business demands, training and development process has assumed its strategic role and in this regard fewstudies by Stavrou et al.’s (2004) and Apospori, Nikandrou, Brewster and Papalexandris’s (2008), have attained much importance as these highlight the Training and Development practices in cross-national contexts. Apospori et al. (2008) had deduced that there is a considerable impact of training on organizational performance. Differently from these studies, Cunha, Morgado and Brewster (2003) were the only ones who could not determine the impact of training on organizational performance, and suggested that another study on analysis of this relationship was needed.

**IMPORTANCE OF TRAINING AND DEVELOPMENT IN AN ORGANIZATIONAL DEVELOPMENT**

Training and development are very vital in an organization that aims at progressing. This includes decision making, thinking creatively and managing people. Training and development is so important because-

* Help in addressing employee weaknesses
* Improvement in worker performance
* Consistency in duty performance
* Ensuring worker satisfaction
* Increased productivity
* Improved quality of service and products
* Reduced cost.
* Reduction in supervision.

**OBJECTIVES**

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

* Training and development helps in optimizing the utilization of human resources.
* Training and development helps in increasing the productivity of the employees.
* Training and development helps in creating a better corporate image.
* Training and development helps in inculcating the sense of team work, team
* Spirit and inter-team collaborations.
* Training and development helps in improving the health and safety of the organization thus preventing obsolescence.

**TRAINING AND DEVELOPMENT APPROACHES**

**1.** **Reactive Approach**

The traditional approaches to training can be generally termed as reactionary, driven by tactical delivery of technical skills, classrooms trainings and training is seen as an event oriented activity**.**

**2.** **Proactive Approach**

In the learning organization this approach aligns all learning activities with the corporate business strategy, and its focus is on developing competencies. It helps to create proactive environment with competitive skills.

**3.** **Active Learning Approach**

In this approach, trainees play a leading role in learning by exploring issues and situational problems under the guidance of their facilitator. The trainees learn by asking thought provoking questions, searching for answers, and interpreting various observations made during the process. The active learning approach has its lasting impact on learning since it helps in long-term retention and finding better solutions in the challenging situations. In today’s fast paced world, continuous learning is essential to success. Individuals need to learn to succeed in life and at work. Companies need to ensure their employees continue to learn, so they can keep up with increased job demands and so the company can gain or maintain competitive advantage.

**TRAINING DEVELOPMENT ANALYSIS**

**(i) 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.

**(ii) 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.

**(iii) 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 subcommittee 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 centralised training budget. Any other incidental costs are the responsibility of the nominating department or section. Staff members supported from this budget are generally expected to submit a brief report to the Director, TDU, and where appropriate, may be expected to pass on the knowledge and skills gained to a wider group, for example through seminars or workshops.

**ROLE OF TRAINING AND DEVELOPMENT IN ORGANIZATION DEVELOPMENT:**

Is investment in the area of training and development linked to the bottom line within the business? Increasingly, high performing organizations today are recognising the need to use best training and development practices to enhance their competitive advantage. Training and development is an essential element of every business if the value and potential of it’s people is to be harnessed and grown. Many studies have highlighted the clear links between well designed and strategic training and development initiatives and the bottom line within the business. The image of an industry and of individual employers is also influenced by the extent and quality of

staff training and development. Potential employees in such an open labour market will assess the track record of prospective employers in this vital area. Career Progression and development is an increasingly attractive or even basic requirement for many such employees. In today’s business climate where all industries are experiencing staff and skills shortages, companies are faced with stiff internal and external competition for quality employees. Each employer who invests seriously in the area of training and development will reap the benefits of an enriched working environment with higher levels of staff retention as well as increased productivity and performance.

**GOALS OF TRAINING AND DEVELOPMENT:**

The types of training and development goals identified will depend on the personal and organizational objectives identified through the strategic planning process and the agreed appraisal procedure. In any event the goals shall, take account of the following.

* The mission
* The Values
* The strategic objectives of the college
* Equal Opportunities Policy
* Requirements for core competencies
* Continuing personal and professional development
* Requirements for professional and vocational qualification in further education
* Requirements for professional, vocational and workplace updating
* Requirements for organizational change

**FINDINGS**

The analysis of the T&D research revealed that HR’s role is to establish and implement a high-level roadmap for strategic training and development. The strategic positioning of training and development directly promotes organizational business goals and objectives, and thereby enhancing organizational performance. The findings emerged as a result of survey are discussed as under:

(1) Organizations must focus on continual learning and job trainings

(2) Line managers should be involved in Training need analysis (TNA) and policy decisions for training

(3) Good training must provides opportunities to learn and grow

(4) Employee Performance is augmented through competitive advantage

**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. There is still a big gap between the knowledge and skills imparted and acquired in the institutions and its applications as seen in the industrial environments. Due to this gap, companies now feel that there should be a close liaison between such institutions and the industry so that employee development programs are made more purpose oriented. There are training institutions which offer customized as well as off-the-shelf programs based on their client’s business operations but yet, there is much to be improved. Therefore, training and development cannot be disconnected from the business activities of the organizations; on the contrary, this is the area that clearly illustrates positive relationships between training activities and the organizational performance. In particular it is recognised that an effective training and development policy can be a crucial factor in addressing inequalities in employment in relation to race, gender and disabilities. It is recommended that organization produce a training and development plan, the aim of which shall be to empower all employees to carry out their roles to the highest standards, and deliver high quality services to customer. In these guidelines, training and development are broadly defined as those activities aimed at raising the standards of employee practice and thus lifting the quality of the employees, learning and organisation experiences.

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