

TRAINING AND DEVELOPMENT- AN EFFECTIVE TOOL FOR HUMAN RESOURCE MANAGEMENT PRACTICES

R. Kalaiselvi,

Research Scholar, Research and Development Centre, Bharathiar University, Coimbatore.

Dr. C. K. Muthukumaran,

Associate Professor, Alagappa Institute of Management, Alagappa University, Karaikudi

ABSTRACT:

Human Resource Management Practices have been changed dramatically during the last two decades owing to globalization, privatization/deregulation, competition and technological advancements. These highly turbulent environments have forced organizations to adopt new workplace practices that enhance sustained level of high performance. Human Resource Management Practice underlines the importance of Training and Development of employees. The relationship between appropriate human resource management practice and Training methods includes employee training, Employee development and productivity has been widely analyzed. Training has become the buzz word in the dynamic competitive market environment. Human capital differentiates a great organization from a good one. Organizations investing in effective training and development for human resource tend to achieve both short and long term benefits. This study presents a literature review on the significant of training and development on employee productivity. Employees tends to become absolute, and therefore making the need to adapt to the continuous learning and updating of the skill and knowledge invaluable, due to the organizational, technological and social dynamics. Thus, in order for organizations to achieve optimum returns from their investment, there is imperative need to effectively manage training and development programs.

Keywords: HR practices, Training and Development, Employee productivity and Learning skills and knowledge.

INTRODUCTION

Human resource management (HRM) is a function in organizations designed to maximize employee performance in service of an employer's strategic objectives. It is primarily concerned with the management of people within the Organization and on Policies and Systems. It is a fundamental activity in any organization in which human beings are employed. HR departments and units in organizations typically undertake a number of activities which includes employee benefits, Recruitment, Training and Development and Performance Appraisal. Human Resource mainly requires Training and Development which helps the Human Force to work efficiently. In the competitive job-market today, organizations have to constantly strive to provide training and learning opportunities – not only to enhance their skills but also to provide opportunities for growth. The more an employee is ‘engaged’ in the workplace, the more he or she will be able to perform. Employee development trainings are important which help employees perform and extract the best out of their work environment.

Training and development play an important role in the effectiveness of organizations and to the experiences of people in work. Training has implications for productivity, health and safety at work and personal development. All organizations employing people need to train and develop their staff. Most organizations are cognizant of this requirement and invest effort and other resources in training and development. Such investment can take the form of employing specialist training and development staff and paying salaries to staff undergoing training and development. Investment in training and development entails obtaining and maintaining space

and equipment. It also means that operational personnel, employed in the organization's main business functions, such as production, maintenance, sales, marketing and management support, must also direct their attention and effort from time to time towards supporting training development and delivery. This means they are required to give less attention to activities that are obviously more productive in terms of the organization's main business. However, investment in training and development is generally regarded as good management practice to maintain appropriate expertise now and in the future.

MEANING

Training and Development is a function of Human Resource Management concerned with organisational activity aimed at bettering its performance of individuals and groups in organisational settings.

Training: This activity is both focused upon, and evaluated against, the job that an individual currently holds.

Development: This activity focuses upon the activities that the organization employing the individual, or that the individual is part of, may partake in the future, and is almost impossible to evaluate.

REVIEW OF LITREATURE

According to the Michel Armstrong, "Training is systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job". (Source: A Handbook of Human Resource Management Practice, Kogan Page)

According to the Edwin B Flippo, "Training is the act of increasing knowledge and skills of an employee for doing a particular job." (Source: Personnel Management, McGraw Hill; 6th Edition, 1984)

The term 'training' indicates the process involved in improving the aptitudes, skills and abilities of the employees to perform specific jobs. Training helps in updating old talents and developing new ones. 'Successful candidates placed on the jobs need training to perform their duties effectively'. (Source: Aswathappa, K. Human Resource and Personnel Management, New Delhi: Tata Mcgraw-Hill Publishing Company Limited, 2000)

OBJECTIVES OF TRAINING AND DEVELOPMENT

1. To increase the knowledge of workers in doing specific jobs.
2. To systematically impart new skills to the human resources so that they learn quickly.
3. To bring about change in the attitudes of the workers towards fellow workers, supervisor and the organization.
4. To improve the overall performance of the organization.
5. To make the employees handle materials, machines and equipment efficiently and thus to check wastage of time and resources.
6. To reduce the number of accidents by providing safety training to employees.
7. To prepare employees for higher jobs by developing advanced skills in them.

RESEARCH METHODOLOGY

Methodology is the systematic, theoretical analysis of the methods applied to a field of study. It comprises the theoretical analysis of the body of methods and principles associated with a branch of knowledge. Typically, it encompasses concepts such as philosophical or theoretical frameworks, theoretical model, phases and quantitative or qualitative techniques. The process used to collect information and data for the purpose of making business decisions.

The methodology may include publication research, interviews, surveys and other research techniques and could include both present and historical information. The present study is descriptive in nature.

ROLE OF TRAINING AND DEVELOPMENT

Training is one of the major functions of Human Resource management. Through this the Human Resource Department help the organization to equip each employee with desired knowledge and skill to perform their job effectively in present situation and to develop competence for the future challenges. Thus to acquire, maintain and improve the level of skill and knowledge and quality of human resources, the contribution of Training are manifold. Every individual has an urge to reach top most position, successful organizations provides proper training to the individuals to achieve their career goals. Not only individual's goals but to achieve organizational goals as well as societal goals, training process plays very important role. Every organization big or small, productive or non productive, economic or social, old or newly established should provide training to all employees irrespective of their qualification, skill, suitability for the job etc. Training is not something that is done once to new employees; it is used continuously in every well run establishment. It is worthwhile to note that training offers many benefits to employees and to the organization as a whole. Employees become more confident, open to change and supportive of each other. In addition, employees are motivated to achieve improved performance as a result of training. The benefits employees gain is personal, career oriented and job related knowledge. The availability of training to the employees make them committed for achieving performance and develop strong relations with the organization and stay longer in the organization.

NEED FOR TRAINING AND DEVELOPMENT

- Employment of inexperienced and new labour requires detailed instructions for effective performance on the job.
- People have not to work, but work effectively with the minimum of supervision, minimum of cost, waste and spoilage, and to produce quality goods and services.
- Increasing use of fast changing techniques in production and other operations requires training into newer methods for the operatives.
- Old employees need refresher training to enable them to keep abreast of changing techniques and the use of sophisticated tools and equipment.
- Training is necessary when a person has to move from one job to another because of transfer, promotion or demotion.

Such development however, should be monitored so as to be purposeful. Without proper monitoring, development is likely to increase the frustration of employees if when, once their skills are developed, and expectations raised, they are not given opportunities for the application of such skills. A good training sub-system would help greatly in monitoring the directions in which employees should develop in the best interest of the organisation. A good training system also ensures that employees develop in directions congruent with their career plans

METHODS OF TRAINING



E-TRAINING

E-learning brings you resources in online education, email training, Web Based Training (WBT), online learning, Tele-class training, chat room training, and more. Web-based training (sometimes called e-learning) is anywhere, any-time instruction delivered over the Internet. There are two primary models of Web-based instruction: synchronous (instructor-facilitated) and asynchronous (self-directed, self-paced). Instruction can be delivered by a combination of static methods (learning portals, hyperlinked pages, screen cam tutorials, streaming audio/video, and live Web broadcasts) and interactive methods (threaded discussions, chats, and desk-top video conferencing).

Enthusiasts feel that Web-based instruction is the perfect solution to meet the needs of life-long learners because it is available on demand, does not require travel, and is cost-efficient. Most e-courses include interactivities as a means of assessing the learners. However, they are also a powerful tool to engage learners and can be utilized well in employee development training as well. Employee development trainings also need to be sustainable and enable the learners to extract the relevant information for long-term use. Info graphics within the course can provide a lot of information to the learners – in a more appealing way. With graphics and very little textual content, the learner can learn as well as retain for longer. Another way of making the e-learning initiative sustainable is to imbed job-aids within the course. These documents can be downloaded for easy and ready reference – as per the need of the learner.

STRATEGIES OF E-TRAINING

The following are certain Strategies that are used for an effective E-Training:

- Content Development Quality
- Expertise

- Industry Innovation
- Company's Economic Growth Potential
- Retention
- Employees Turnover
- Company's Social Responsibility

Training Process

The Training Process comprises of a series of steps that needs to be followed systematically to have an efficient training program. The Training is a systematic activity performed to modify the skills, attitudes and the behavior of an employee to perform a particular job.

Training Process



- **Needs assessment:** The first step in the training process is to assess the need for training the employees. The need for training could be identified through a diagnosis of present and future challenges and through a gap between the employee's actual performance and the standard performance. The needs assessment can be studied from two perspectives: Individual and group. The individual training is designed to enhance the individual's efficiency when not performing adequately. And whereas the group training is intended to inculcate the new changes in the employees due to a change in the organization's strategy.
- **Deriving Instructional Objectives:** Once the needs are identified, the objectives for which the training is to be conducted are established. The objectives could be based on the gaps seen in the training program conducted earlier and the skill sets developed by the employees.
- **Designing Training Program:** The next step is to design the training program in line with the set objectives. The comprehensive action plan is designed that includes the training content, material, learning theories, instructional design, and the other training requisites.
- **Implementation of the Training Program:** Once the designing of the training program is completed, the next step is to put it into the action. The foremost decision that needs to be made is where the training will be conducted either in-house or outside the organization.
- **Evaluation of the Training Program:** After the training is done, the employees are asked to give their feedback on the training session and whether they felt useful or not. Through feedback, an organization can determine the weak spots if any, and can rectify it in the next session. The evaluation of the training program is a must because companies invest huge amounts in these sessions and must know it's effectiveness in terms of money.

Benefits of training

- As the business world is continuously changing and dynamic, organizations will need to provide to their employee training throughout their careers. If they do not provide continuous training they will find it difficult to stay ahead of the competition.

- The other benefit of training is that it will keep employees motivated. New skills and knowledge can help to reduce or minimize boredom. It also demonstrates to the employee that they are valuable enough for the employer to invest in them and their development.
- Employee Training can be used to create positive attitudes through clarifying the behaviors and attitudes that are expected from the employee by employer.
- Employee Training can be cost effective, as it is cheaper to train existing employees compared to recruitment of new employee with the skills you need.
- Training can save the organization money and time if the training helps the employee to become more efficient.

CRITICS OF TRAINING

- Critics point out that Web-based training is a good alternative for independent, self-motivated students but that technical issues and the need for human contact limit its usefulness for students with other learning styles.
- Training an employee through methods of Training is an expensive affair.
- Work gets affected when employee is sent for Training.
- The organisation should have proper facilities for Training for both On-The-Job training and Off-The-Job Training.
- The Training methods do not help the Trainee in enriching his/her job Knowledge or skill. It mainly focuses on developing qualities such as Self-Confidence, Tolerance, and Emotional Control and so on.

CONCLUSION

In spite of its limitations, Training is essential for employees to develop their efficiency in the workplace so as to increase the growth of the organisation. E-Training is now becoming popular in organisation which helps in training the employees, saving time and also low cost comparatively. Thus, Training is a very important Function in an organisation for its development. Professional competence describes the state of the art, Area-knowledge, expertise and skill relevant for performing exactly within a specific functional department. This competence insures that technical knowledge is both present used within a firm for the welfare of its organization an stakeholders. To develop this competence regular training and development is required. However, the most vital asset of every organization under stiff and dynamic competition is its human capital. Training and development is an instrument that aid human capital in exploring their dexterity. Therefore training and development is vital to the productivity of organization's workforce.

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