

Advantages of the Training and Development for the Employees

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Abstract: -In this era where competition is increasing day by day in the corporate world training and development has become one of the important key to achieve success. Training is an important subsystem of Human Resource Development. It is a specialized function and is one of the fundamental operative functions for known resource management. Development is a long-term educational process utilizing a systematic and organized procedure by which managerial personnel get conceptual and theoretical knowledge. Basically, it is an attempt to improve the current or future employee performance of the employee by increasing his or her ability to perform through learning, usually by changing the employee's attitude or increasing his or her skills and knowledge. These types of training and development programs help in improving the employee behavior and attitude towards the job and also uplift their morale. Thus, employee training and development programs are important aspects which are needed to be studied and focused on. This paper focusses on the advantages of the training and development for the employee's.

Keywords: Development, Human Resource Development and Training

I. INTRODUCTION

Training and Development basically deals with the acquisition of understanding, knowhow, techniques and practices. In fact, training and development is one of the imperatives of human resource management as it can improve performance at individual, collegial and organizational levels. As the process of 'increasing one's capacity to take action, organizations are now increasingly becoming particular with organizational learning and therefore collective development. Organizational learning, on the other hand, refers to the "efficient procedure to process, interpret and respond to both internal and external information of a predominantly explicit nature. According to Easterby-Smith (1999), the emergence of the concept of organizational learning is central on the hitherto idea that prior advocacies of learning are tended to its commercial significance and are lacking of empirical information on learning processes.

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 principal objective of training is to make sure the availability of a skilled and willing workforce to the organization. In addition to that, there are four other objectives: Individual, Organizational, Functional, and Social.

- *Individual Objectives* – These objectives are helpful to employees in achieving their personal goals, which in turn, enhances the individual contribution to the organization.
- *Organizational Objectives* – Organizational objectives assists the organization with its primary objective by bringing individual effectiveness.
- *Functional Objectives* – Functional objectives are maintaining the department's contribution at a level suitable to the organization's needs.
- *Social Objectives* – Social objectives ensures that the organization is ethically and socially responsible to the needs and challenges of the society.

Further, the additional objectives are as follows:

- To prepare the employees both new and old to meet the present as well as the changing requirements of the job and the organization.
- To prevent obsolescence.
- To impart the basic knowledge and skill in the new entrants that they need for an intelligent performance of a definite job.
- To prepare the employees for higher level tasks.
- To assist the employees to function more effectively in their present positions by exposing them to the latest concepts, information and techniques and developing the skills they will need in their particular fields.
- To build up a second line of competent officers and prepare them to occupy more responsible positions.
- To ensure smooth and efficient working of the departments.
- To ensure economical output of required quality.

Training and development are indispensable strategic tools for effective individual and organisation performance, thus, organisation are spending money on it with confidence that it will earn them a competitive advantage in the world of business. Training and development increases employees' efficiencies, innovation, invention, capacity to accept new technologies and techniques [35]. It is important to note that

organizations must be able to identify the needs for training and development and select techniques suitable for these needs, plan how to implement them and thereafter evaluate outcome for outstanding performance, innovation, creativity as a result of training attended.

There are different types of training and development programme given to the employees to provide them knowledge regarding their work in an organization. Basically there are two types of training methods which are given to the employees:

1. On- the job Training Method and
2. Off- the job Training method

On- the job Training:

On- the job training is the method of training in which the employee learns his work while actually doing it. There are different methods under on-the job training which helps the employee to learn while working. These methods are –

- a.) *Coaching* - Under this method a senior manager act as a guide who tells an employee how to do a job and also corrects his mistakes. Apart from this he also render his advice, criticizes, gives his suggestions and directions also to the trainee for his development.
- b.) *Job Rotation*- This is one of the best method of development of the employee. It refers to the transfer of the employees from one job to the another or from one department to another in an organized manner. It will help the employee to develop his knowledge and skills and he will also understand the difficulties and the circumstances under which other people work.
- c.) *Understudy*- In this technique an employee is made prepared for taking over the charge of his senior after his retirement, transfer, promotion or death. In this the employee who is understudy act as assistant to his senior whom he will understudy.
- d.) *Job Instructional Technique*- In this method step by step instructions are given to the trainee by the trainer such as, preparing the trainee with the overview of the job, its purpose and the result expected, the tasks are also demonstrated and allows the trainee to give demonstration and follow up to provide the feedback and the help. The trainees are presented the learning material in written or by learning machines through a series called ‘frames’. This method is a valuable tool for all educators (teachers and trainers). It helps us:
 - i.) To deliver step-by-step instruction
 - ii.) To know when the learner has learned
 - iii.) To be due diligent (in many work-place environments)
- e.) *Apprenticeship*-

This type of training method is used in trade, crafts and technical fields in which long duration is required for gaining proficiency. The employees have to work with the direct association with their supervisors. In this method it is not necessary that the employee will continue the job.

Off-the Job Training Methods-

Off-the-job training methods are conducted in separate from the job environment, study material is supplied, there is full concentration on learning rather than performing, and there is freedom of expression. The methods included in this type of training are:

a.) Lectures and Conferences:

Lectures and conferences are the traditional and direct method of instruction. Every training programme starts with lecture and conference. It’s a verbal presentation for a large audience. However, the lectures have to be motivating and creating interest among trainees. The speaker must have considerable depth in the subject. In the colleges and universities, lectures and seminars are the most common methods used for training.

b.) Vestibule Training:

Vestibule Training is a term for near-the-job training, as it offers access to something new (learning). In vestibule training, the workers are trained in a prototype environment on specific jobs in a special part of the plant.

c.) Simulation Exercises:

Simulation is any artificial environment exactly similar to the actual situation. There are four basic simulation techniques used for imparting training: management games, case study, role playing, and in-basket training.

(i) Management Games:

Management games orient a candidate with practical applicability of the subject. These games help to appreciate management concepts in a practical way. Different games are used for training general managers and the middle management and functional heads – executive Games and functional heads.

(ii) Case Study:

Case Studies are trainee centered activities based on topics that demonstrate theoretical concepts in an applied setting. A case study allows the application of theoretical concepts to be demonstrated, thus bridging the gap between theory and practice, encourage active learning, provides an opportunity for the development of key skills such as communication, group working and problem solving, and increases the trainees’ enjoyment of the topic and hence their desire to learn.

(iii) Role Playing:

Each trainee takes the role of a person affected by an issue and studies the impacts of the issues on human life and/or the effects of human activities on the world around us from the perspective of that person.

The steps involved in role playing include defining objectives, choose context & roles, introducing the exercise, trainee preparation/research, the role-play, concluding discussion, and assessment. Types of role play may be multiple role play, single role play, role rotation, and spontaneous role play.

(iv) In-basket training:

In-basket exercise, also known as in-tray training, consists of a set of business papers which may include e-mail SMSs, reports, memos, and other items. Now the trainer is asked to prioritise the decisions to be made immediately and the ones that can be delayed.

II. LITERATURE REVIEW

H.O. Falola, A.O. Osibanjo, S.I.Ojo in the year (2014) has done their research in the topic “**EFFECTIVENESS OF TRAINING AND DEVELOPMENT OF EMPLOYEES’ PERFORMANCE AND ORGANISATION COMPETITIVENESS IN THE NIGERIAN BANKING INDUSTRY**”. Their analysis is about the effectiveness of training and development of employees’ performance and organization competitiveness. This paper attempted to signify the use of training designs. The authors have carried out a study at the Nigerian Bank to empirically test the effectiveness of the training and development under the Social Learning Theory. This study will help the management to identify the challenges effects of employees’ training on organizational performance, hence determine the areas where improvements through training can be done. The principal finding revealed the training and development affects employees’ performance and organizational effectiveness, which implies that effort must be made to ensure that employees’ skills and knowledge are fully underutilized through adequate and timely training design and implementation. The study concluded with Individual should be more proactive and seek to be more creative and innovative to contribute their quota through their profession and skill. Management should also take into consideration the training need of each workers and act as appropriate.

Chidambaram Vijayabanu and Ramachandran Amudha in the year (2012) has reviewed on the topic “**A STUDY ON EFFICACY OF EMPLOYEE TRAINING**”. The topic in this article presents the effectiveness of training programmes of employees from diverse perspective. The study deals with the pre-training arrangements process and explains the interdependent elements of ‘planning part’ consisting of training need identification and selection of right participants, the ‘execution part’ which is composed of suitable methods and appropriate techniques. Training coordinators link the two parts of training process. This sequential arrangement is

analyzed and then the impacts of training on self- needs attainment are considered. The skill development, individual and self-actualization needs due to training for the executives have also been studied. Thus, the impacts of training on group performance change in the levels of employees and supervisors. Group needs for executives have also been studied. The study also discusses the impact of training on organization needs in the light of the above-mentioned objectives, which gives a comprehensive approach to training evaluation.

Herman Aguinis and Kurt Kraiger in the year (2009) has done his research in this topic “**BENEFITS OF TRAINING AND DEVELOPMENT FOR INDIVIDUALS TEAMS, ORGANIZATIONS, AND SOCIETY**” and reviewed that this paper aims on needs assessment and pretraining states, training design and delivery, training evaluation, and transfer of training to identify the conditions under which the benefits of training and development are maximized. The author’s finding is that training benefits range from individual and team performance to the economic prosperity of a nation. To understand these benefits of training, multilevel, multidisciplinary, and global perspective were adopted.

Henry Ongori and Jennifer Chisamiso Nzonzo (2011) has done his research on the topic “**TRAINING AND DEVELOPMENT PRACTICES IN AN ORGANISATION: AN INTERVENTION TO ENHANCE ORGANISATIONAL EFFECTIVENESS**” selected 61 managers through random sampling of eight organization. The study was to examine in detail the benefits, approaches and evaluation techniques applied in training and development of employees in an organisation. The major finding of the study indicated that training and development of employees increases organisational effectiveness and enhances competitiveness. The limitation of the study is that sample size selected for the study comprised of organisation in Gaborone city and its surrounding areas. The contribution of this study is that it provokes insights amongst owners / managers, policy makers and scholars on how organisation training and development practices could be enhanced in order to improve organisational effectiveness and retain human capital.

Ms. Pallavi P. Kulkarni (2013) has done her research on the topic “**TRAINING & DEVELOPMENT AND QUALITY OF WORK LIFE**” and this paper focusses on importance of training and development and its relation with the employees’ quality of work life. In this study the author has told that the training and development programs improve Employee Performance at workplace, it updates Employee Knowledge and enhances their personal Skills and it helps in avoiding Managerial Obsolescence. These training programs also help the managers in succession planning, employee retention and motivation. It creates Efficient and Effective employees in the Organization. The need for training & development is

determined by the employee's performance deficiency, computed as follows:

Training & Development need = Standard performance – Actual performance

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.

Ms. Prasadini N. Gamage and Mr. Lionel Imbulana (2013) in his study on "TRAINING AND DEVELOPMENT AND PERFORMANCE OF EMPLOYEES: EVIDENCE FROM SRI LANKA TELECOM", the research study is mainly for identifying the effectiveness of the training and development of the Call Center staff of the Sri Lanka Telecom. A sample of 50 officers was selected from the Call Centers. This sample consisted of 10 from the Managerial grade and the 40 from the Officer's grade. The performance was measured with the dimensions of employees' productivity, Absenteeism and the Job Satisfaction. A structured questionnaire was administered to gather information. The statistical analysis of the study revealed that there is a significant positive relationship between training & development and the employee productivity, a significance negative relationship between training & development and the employee absenteeism and also positive relationship between training & development and employee job satisfaction. The suggestion was made that this study could further extend with wider dimensions considering the impact of technological changes, funding and finding knowledgeable resource personal for T & D and the employee retention under the competitive turbulent environment.

III. CONCLUSION

Training and Development plays an important role in the overall development of the employees. It helps in enhancing

the knowledge and skills of the employees at the workplace. An organisation uses various methods, for instance job rotation is used to train employees in this era of globalization. Similarly, various methods are used to evaluate the training programs. Training and development affects employees' performance and organizational effectiveness, which implies that effort must be made to ensure that employees' skills and knowledge are fully underutilized through adequate and timely training design and implementation. Management should also take into consideration the training need of each workers and act as appropriate. Training programs are very much essential for employees for further development of their career. Training and Development help the employees to be more creative and innovative in order to give their best in the organisation. It also helps in increasing the morale of the employees as well as confidence among the employees at their workplace. It helps to enhance the skills of existing workers and for new employees it helps to learn and gain knowledge.

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