A Study on Retraining in The Light of Technological Changes

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Abstract: - **Past efforts to relate the management of human resources to a firm's business strategy have taken three approaches: matching managerial style or personnel activities with strategies, forecasting manpower requirements given certain strategic objectives or environmental conditions, and presenting means for integrating human resource management into the overall effort to match strategy and structure. In this article, the literature on each of these approaches is reviewed, and a typology is presented that posits a reciprocal interdependence between a firm's business strategy and its human resources strategy Implications for research and practice are discussed.**

I. INTRODUCTION

A logical method to begin understanding why employees return would be with prior finding about retraining but there is very little there. however apart from the proscriptive arguments ,actual reports of the employees practices are limited and suggest considerable diversity in the choice between training employees with new skills and retraining the ones they have.

The retraining option would be seem to be advantaged because of greater restrictions on the layoffs find that cruising new employees seemed to work better for employees then attempts at retraining existing works in the part because it delivered the new skills. So much faster other reports show that firms. Consider outsourcing as an alternative to retraining, which is another form of buying skills on the outside market. some part of the explanation about retraining no doubt turn turns on simple cost issues beginning with fact that retraining spares the employer the cost associated with training understanding the retraining decision should therefore consider to relative cost of training as compared to training.

II. WHY RETRAINING?

Why are some employees willing to retrain workers who one at risk of layoff for new jobs in there organization. while others "cheers" their workforce through layoffs and outside training ?the question seems central to understanding why some employees and some jobs are "good" while others are not and more generally for understanding employment security.

Alternative explanation claim that retraining is an employees benefit associated with employees friendly policies or are part of overall strategy of investment in training

Corporate restructuring has become the become the main drivers of job insecurity ,an American mgt association survey, for example find 66's of employees responding that downsizing into their companies deriving the 1990's was driven by internal restructuring & reengineering. This process of restructuring laying layoffs and living -"cheering " the workforce.

III. NEED FOR THE STUDY

Until the 1990's retraining ruled as companies like IBM. Big Blue which promised life time employment to its workforce moved its employees every few years and when it did it taught them new jobs, it was looked upon as a trend followed by the big corporate. However the emergence of globalization, technical advancement, telecommunication revolution and growth of knowledge based workforce and intense completion mandate the transformation of the training function in organization

Retraining is the process of training a new skill or trade often response to a change in the economic environment

The Refresher training is based on the assumption that the skills with the existing employees become obsolete or outdated because of the advancement in the technology and due to the human tendency of forgetting things. Thus, the retraining is conducted to keep these employees updated with the latest inventions.

IV. OBJECTIVES OF THE STUDY

The following are the objectives of the study:

* To understand & study the concept of retraining from a global perspective

* To study retraining in the light of technological up gradation with major emphasis on the Indian economy.

The Retraining is essential because of the following reasons:

1. To get the best out of the employees
2. Retain the employees
3. Increases the self-confidence and morale of the employees
4. Keeping the staff updated with the latest trends
5. Bridging the gap between the old and new skills

6. Increasing the pool of talent for an organization

7. Saving the cost incurred in hiring a new talent

It is recommended to have these training periodically, through which the employee efficiency gets improved that ultimately increases the efficiency of the organization. Not only this, the self-confidence and morale of the employees get boosted up with these training.

V. RESEARCH METHODOLOGY

* Research design: this is an exploratory research. Since the aim is to bring an improvement in the existing system

Exploratory researches are not usually useful for decision making. it often relies off secondary data such as reviewing available literature or qualitative approaches such as informal discussions with employees, consumers, mgt or competitors and more formal approaches like in-depth interviews, focus groups.

Data collections:

The type of data collected as been majorly secondary in nature for the purpose of collecting this data I went through various books magazines, journals and websites.

VI. THE INDIAN ADVANTAGES

Huge workforce count:

India has nearly 500 millions people under age 19 and higher fertility rates. That could be a source for instability but a great advantage for growth if the government can provide education and opportunity for India masses by mid century.

India on the fast track

India is an economy witnessing fast growth and increasing wage rates.

Even during the year 2009 India saw a GDP growth rate of 6.1%.

Government policies:

The Government policies and regulations post liberalization favor FDI there by adding to the economic growth of the country.

Education Levels:

With more than 30% of population being more than 19 years old.

Dominant Knowledge Work force:

Primary success of the Indian firms is in knowledge based industries which face frequent obsolesce of technology and knowledge base.

Dot sourcing Hub:

Due to a large English speaking population India enjoys a very prominent position in the outsourcing market where in a large amount of revenue is generated through the BPO/KPO industry.

VII. SUGGESTIONS

- Greater awareness about the objectives of the training and development programme must be created among the trainees at the time of their nomination for the training so that it helps the trainee easily understand and attain the objectives and goals of the programme.
- Employees must be motivated to take up Training Programmes regularly to update their skills and learn new technique to perform their work effectively and efficiently.
- Objectives of the training programme must be in line with the need of the trainees and must be clearly explained to them and so that they can be easily attained.
- Training Programme must be conducted at frequent intervals to help the workers update with new technologies and improve their performance.
- Superior Quality of training materials and training aids provided to the trainee will increased their involvement and participation for the training which in turn help in their performances, effective communicates and to enhance good relationship among co-workers.
- Organization must take efforts to see that trainees are provided with the best of facilities bringing in new improvement with every training programme.

VIII. CONCLUSION

The Study throws light on the effectiveness and limitations on training and development programmes being conducted in one of the Maharathnas of India, Salem Steel Plant, Salem. Based on the findings, the management can redesign and develop new modules in the training and development programme, so that ultimately the resources of employees are utilized at optimum level. Training is an incomparable resource among the resources of the universe "no training no development". Therefore, training and development is a part of any organization in the world.

The new Millennium will be one of knowledge and competition. The Salem Steel Plant shall therefore endeavour to make every employees job an exiting one with adequate opportunities for personal development. Whenever a need for knowledge request arises in the system the organization should take steps to update the knowledge and skill of the employees by organizing training programmes. Effective training and development evaluation strategies are required to measure

change in individual, and team in respect of organizational efficiency and effectiveness.

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