ROLE OF TRAINING AND DEVELOPMENT IN UPGRADING QUALITY

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Abstract

In order to ensure that our employees are equipped with the right kind of skills, knowledge and abilities to perform their assigned tasks, training and development plays its crucial role towards the growth and success of our business. By choosing the right type of training, we ensure that our employees possess the right skills for our business, 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 few studies busy Stavrou et al.'s (2004) and Apospori, Nikandrou, Brewster and Papalexandris's (2008), have attained much importance as these highlight the T&D 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. Training and Development is a subsystem of an organization which emphasize on the improvement of the performance of individuals and groups. Training is an educational process which involves the sharpening of skills, concepts, changing of attitude and gaining more knowledge to enhance the performance of the employees.

Key Words: development, Human resources, performance, skills, training, quality

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

Objectives

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 teamwork, team-spirit, and inter- team collaborations.
Training and development helps in improving the health and safety of the organization thus preventing obsolescence.

As defined by Richard Beckhard, "Organization development" (OD) is a planned, top down, organization-wide effort to increase the organisation is effectiveness and health. OD is achieved through interventions in the organization's "Processes" using behavioural science knowledge (i) According to warren Bennies, OD 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 OD involves organzational reflection, system improvements, Planning and self-analysis.

Importance of Training and Development

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-
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.

Conventional 'training' is required to cover essential work-related skills, techniques and knowledge, and much of this taking a positive progressive approach to this sort of traditional training. Training and development guide is oriented chiefly around what's good for people, rather than chiefly what's profitable for organizations. The reason for this is that in terms of training, and development, what's good 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 overarching 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.

Training and Development
(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.

Training and Development Goals
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, as a minimum standard, 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
Training is the formal and systematic modification of behaviour through learning which occurs as a result of education, instruction, development and planned experience." (Armstrong, 2001: 543)

Development is any learning activity, which is directed towards future, needs rather than present needs, and which is concerned more with career growth than immediate performance. As mentioned earlier - Training is the acquisition of technology, which permits employees to perform their present job to standards. It improves human performance on the job the employee is presently doing or is being hired to do. Also, it is given when new technology in introduced into the workplace.

Education is training people to do a different job. It is often given to people who have been identified as being promotable, being considered for a new job either lateral or upward, or to increase their potential. Unlike training, which can be fully evaluated immediately upon the learners returning to work, education can only be completely evaluated when the learners move on to their future jobs or tasks. We can test them on what they learned while in training, but we cannot be fully satisfied with the evaluation until we see how well they perform their new jobs.

Development is training people to acquire new horizons, technologies, or viewpoints. It enables leaders to guide their organizations onto new expectations by being proactive rather than reactive. It enables workers to create better products, faster services, and more competitive organizations. It is learning for growth of the individual, but not related to a specific present or future job. Unlike training and education, which can be completely evaluated, development cannot always be fully evaluated. This does not mean that we should abandon development programs, as helping people to grow and develop is what keeps an organization in the cutting edge of competitive environments. Development can be considered the forefront of what many now call the Learning Organization. Development involves changes in an organism that are systematic, organized, and successive and are thought to serve an adaptive function.

Development refers to those learning opportunities designed to help employees grow. Development is not primarily skills-oriented. Instead, it provides general knowledge and attitudes, which will be helpful to employees in higher positions. Efforts towards development often depend on personal drive and ambition. Development activities, such as those supplied by management developmental programmes are generally voluntary.

Inter-relation between Training and Development:
Training and development programmes, as was pointed out earlier, help remove performance deficiencies in employees. This is particularly true when –

I) The deficiency is caused by a lack of ability rather than a lack of motivation to perform,
II) The individuals involved have the aptitude and motivation need to learn to do the job better, and
III) Supervisors and peers are supportive of the desired behaviors.

There is greater stability, flexibility and capacity for growth in an organization. Training contributes to employs contribute to the stay with the organization. Growth renders stability to the workforce. Further, trained employees tend to stay with the organization. They seldom leave the company. Training makes the employees versatile in operations. All-rounder can be transferred to any job. Flexibility is therefore ensured. Growth indicates prosperity, which is reflected in increased profits from year to year. Who else but well-trained employees can contribute to the prosperity of an enterprise?

Accidents, scrap and damage to machinery and equipment can be avoided or minimised through training. Even dissatisfaction, complaints, absenteeism, and turnover can be reduced if employees are trained well.
Future needs of employees will be met through training and development programmes. Oganisations take fresh diploma holders or graduates as apprentices or management trainees. They are absorbed after course completion. Training serves as an effective source of recruitment. Training is an investment in HR with a promise of better returns in future.

Many organisations invest considerable resources in training and development but never really examine how training and development can most effectively promote organisational objectives, or how developmental activities should be altered in the light of business plans. (Beardwell et al, 2001: 329)

Need for training arises in following cirucumstances
The installation of new equipment or techniques
A change in working methods or products produced A realisation that performance is inadequate

Labour shortage, necessitating the upgrading of some employees A desire to reduce the amount of scrap and to improve quality An increase in the number of accidents

Promotion or transfer of individual employees

Ensures availability of necessary skills and there could be a pool of talent from which to promote from.

Advantages of training

1. Leads to improved profitability and/or more positive attitudes toward profits orientation.
2. Improves the job knowledge and skills at all levels of the organization.
3. Improves the morale of the workforce.
4. Helps people identify with organizational goals.
5. Helps create a better corporate image.
6. Fasters authentically, openness and trust.
7. Improves the relationship between boss and subordinate.
8. Aids in organizational development.
9. Learns from the trainee.
10. Helps prepare guidelines for work.
11. Aids in understanding and carrying out organizational policies.
12. Provides information for future needs in all areas of the organization.
13. Organization gets more effective decision-making and problem solving.
14. Aids in development for promotion from within.
15. Aids in developing leadership skill, motivation, loyalty, better attitudes, and other aspects that successful workers and managers usually display.
16. Aids in increasing productivity and/or quality of work.
17. Helps keep costs down in many areas, e.g. production, personnel, administration etc.
18. Develops a sense of responsibility to the organization for being competent and knowledgeable.
19. Improves labor-management relations.
20. Reduces outside consulting costs by utilizing competent internal consulting.

Development

Hamlin observed development as training of future jobs. According to Nadler: 'Development is concerned with providing learning experiences to employees so that they may be ready to move in new directions that organisational change may require'.

A limitation of training needs based solely on needs analysis that it fails to address the development issue.

Development is the need to enhance competencies beyond those required by the immediate job, for example:
- Values & ethics of organisation & professional group
- Sources of enthusiasm

Training and development is one of the key HR functions

Most organisations look at training and development as an integral part of the human resource development activity. The turn of the century has seen increased focus on the same in organisations globally. Many organisations have mandated training hours per year for employees keeping in consideration the fact that technology is deskilling the employees at a very fast rate.

So what is training and development then? Is it really that important to organisational survival or they can survive without the former? Are training and development one and the same thing or are they different? Training may be described as an endeavour aimed to improve or develop additional competency or skills in an employee on the job one currently holds in order to increase the performance or productivity.

Technically training involves change in attitude, skills or knowledge of a person with the resultant improvement in the behaviour. For training to be effective it has to be a planned activity conducted after a thorough need analysis and target at certain competencies, most important it is to be conducted in a learning atmosphere.

While designing the training program it has to be kept in mind that both the individual goals and organisational goals are kept in mind. Although it may not be entirely possible to ensure a sync, but competencies are chosen

in a way that a win-win is created for the employee and the organisation.

Typically organisations prepare their training calendars at the beginning of the financial year where training needs are identified for the employees. This need identification called as 'training need analysis' is a part of the performance appraisal process. After need analysis the number of training hours, along with the training intervention are decided and the same is spread strategically over the next year.

Lots of time training is confused with development, both are different in certain respects yet components of the same system. Development implies opportunities created to help employees grow. It is more of long term or futuristic in nature as opposed to training, which focus on the current job. It also is not limited to the job avenues in the current organisation but may focus on other development aspects also.

At Goodyear, for example, employees are expected to mandatorily attend training program on presentation skills however they are also free to choose a course on 'perspectives in leadership through literature'. Whereas the presentation skills program helps them on job, the literature based program may or may not help them directly.

Similarly many organisations choose certain employees preferentially for programs to develop them for future positions. This is done on the basis of existing attitude, skills and abilities, knowledge and performance of the employee. Most of the leadership programs tend to be of this nature with a vision of creating and nurturing leaders for tomorrow.

The major difference between training and development therefore is that while training focuses often on the current employee needs or competency gaps, development concerns itself with preparing people for future assignments and responsibilities.

With technology creating more deskilled workers and with industrial workers being replaced by knowledge workers, training and development is at the forefront of HRD. The onus is now on the human development department to take a proactive leadership role in responding to training and business needs.

Conclusion

Training and development opportunities must meet the dual aim of satisfying and developing the organisation's growth and meeting the individual's needs. Training programmes should be modified to incorporate the needs of individual disciplines that avail of the training function. It can be argued that training is provided to individuals in an organisation to test and maintain the individual's programming, to ensure cultural norms and expectations of the individual, within the organisation, are still in place and further, that the individual knows their place

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