

ROLE OF TRAINING AND DEVELOPMENT IN ORGANIZATION

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Abstract: *Training is a short term process of utilizing systematic and organized procedures by which the staff acquires specific and technical knowledge and functional skills for a definite purpose. It improves changes, moulds the employee's knowledge, skills, behaviour, attitude towards the requirements of the job and Organization. Development is a long-term educational process utilizing a systematic and organized procedure by which managerial personnel get conceptual and theoretical knowledge. In other words it refers not only to technical knowledge and skills in operation but also philosophical and theoretical educational concept. It is the field which is concerned with organizational activity aimed at bettering the performance of Individuals and groups in organizational setting.*

Keywords: *Training and Development, Objectives, Role in achieving Organizational Performance.*

1. Introduction

Training is required to cover essential work-related skills, techniques and skills required for the 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 over arching trend of social needs, emphasizing that organizations must inculcate learning culture as a social responsibility

2. Literature Review:

2.1. Training and Development:

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 kind of end result OD involves organizational reflection, system improvements, Planning and self analysis.

2.2. Process of Training and Development:

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 d 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.

3. Importance of Training and Development in an Organization

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-

1. It helps in addressing employee weaknesses
2. Improves work Performance
3. Developing knowledge and skills
4. Enhancing Job satisfaction
5. Improving prospects for Promotion.

4. Major Objectives of study of Training and Development

1. Training and development helps in optimizing the utilization of human resources.
2. Training and development helps in increasing the productivity of the employees.
3. Training and development helps in creating a better corporate image.

4. Training and development helps in inculcating the sense of team work, team spirit.

5. Approaches to T&D

5.1 Reactive Approach

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

5.2. Proactive Approach

In the learning organization this approach aligns all learning activities with the corporate business strategy, and its focus is on developing competencies.

5.3. 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.

6. Discussion

6.1 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.

7. T&D Analysis and 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 TNA and policy decisions for training
- (3) Good training must provide opportunities to learn and grow
- (4) Employee Performance is augmented through competitive advantage

8. 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.

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