



EMPLOYEE TRAINING AND DEVELOPMENT: A CONCEPTUAL FRAMEWORK

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ABSTRACT

The effectiveness of training and development practices is a primary objective of this study. Training is focus on today's activities of the organization and development is focused on the future tasks and responsibilities. Training and development is one of most important tool of HRM to increase organization's output and competencies. 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. Therefore employee training and development is vital to the productivity of organization's workforce.

Keywords: Effectiveness, Training and Development, Organization productivity.

INTRODUCTION

Human resource management (HRM) is concerned with the management of people within organizations, focusing on policies and systems. It is the strategic and coherent approach to the effective and efficient management of people in a company or organization such that they help their business gain a competitive advantage. HRM comprises of the functions and principles that are applied to retaining, training, developing, and compensating the employees in an organization. It is also applicable to non-business organizations, such as education, healthcare, hotels, restaurants etc. Scope of HRM without a doubt is vast. All the activities of employee, from the time of his entry into an organization until he leaves, come under the horizon of HRM. The divisions included in HRM are Recruitment, Payroll, Performance Management, Training and Development, Retention, Industrial Relation, etc. Out of all these divisions, one such important division is Training and Development.

Employee training and development includes any activity that helps employees to acquire new, or improve existing, knowledge or skills. Training is also sometimes referred to as up skilling. Training is one specific and common form of employee development. Development is the acquisition of knowledge, skill, or attitude that prepares people for new directions or responsibilities. Employees who have access to training and development opportunities are more likely to stay at their organizations for a longer period of time. LinkedIn's 2018 Workplace Learning Report found that 93 percent of employees would stay at a company longer if it invested in their careers. Their 2021 Workplace Learning Report additionally found that companies with high internal mobility retain employees for twice as long.

REVIEW OF LITERATURE

Diamantidis, Anastasios D; Chatzoglou, Prodromos D (2012), examined the effects of training programs in organizations where training was used for development of employees. It indicates the design of training program is most critical factor and it has major impact on performance in their job.

Giasuddin Bellary, Pulidindi Venugopal & Ganesan (2014), reemphasized that the training program's success depends on training outcomes. It pointed out that training is being conducted by many corporate, but insufficient research has been done in this area.

Goldstein & Ford, 2002, training is organized way in which organizations provide development and improve the quality of new and existing employees. It has systematic approach of learning and development that improve individual, group and organization.

Ekaterini & Constantinos Vasilios, (2009), training is a process and it is most pervasive methods to enhance productivity of individuals and communicating organizational goals to personnel.

Beryl Badger, Eugene Salder – Smith, Edwin Michie (1997), presented a study on perceptions of the value and effectiveness of Outdoor Training Programs. It pointed out that the companies believed in this form of training and their own perception but there was no clear defined answer to its effectiveness.

Winfred Arthur Jr. Pamela S. Edens and Suzanne T.Bell, (2003), recognized many design and evaluation techniques linked to the effectiveness of training based on pertinent literature. In this review, they focused on evaluation methods, execution of training program based on needs, assessment and similarity between task and training delivery method.

Joseph Paul Pulichino(2007), conducted a detailed study on four levels of training evaluation methodology based on previous literature review. It is conducted to enable training practitioners to understand the usage and benefits of training program of all levels.

K. Skylar Powell and Serkan Yalcin (2009), In this review, they found out there has been little progress in efficiency of training program and also this study suggested that the people to learn and face challenges in order to learn in the workplace.

RESEARCH METHODOLOGY

Research methodology used in the paper is the systematic and comparative analysis of the scientific literature, generalization and theoretical modeling.

OBJECTIVES OF THE STUDY

- To prepare the employee both new & old to meet the present as well as the changing requirements of the job and the organization.
- To develop the potentialities of employees for the next level job.
- To help the new entrants the basic knowledge & skills they need for an intelligent performance of a definite job.
- To ensure economical output of required quality.

OBJECTIVES OF TRAINING AND DEVELOPMENT

- To increase an individual's skill in one or more areas of expertise.
- To reduce staff turnover and maintain adaptable workforce.
- To increase an individual's motivation to perform their job well
- To heighten employee morale.
- To meet changing demands and challenges in the business field.

- To prevent manpower obsolescence.
- To guide the workers about handling of materials, machines and equipment efficiently and thus to check wastage of time and resources.
- To update the employees in the new methods and procedures as per fast growing technology.
- To promote problem solving abilities and analytical skills among the employees.

IMPORTANCE OF TRAINING AND DEVELOPMENT

Organization and individual should develop and progress simultaneously for their survival and attainment of mutual goals. So every modern management has to develop the organization through human resource development. Employee training and development is the important sub-system of HRM. Training improves, changes, moulds the employee's knowledge, skill, behavior, aptitude, and attitude towards the requirements of the job, and organization thereby it promote development and growth of the employees.

Advantages to an Organization.

1. Training helps the organization to improve its profitability.
2. It enhances inter organization relationship.
3. It helps to build a better corporate image.
4. It reduces the supervision time.
5. It directs people to identify the organizational goal.
6. It helps in understanding and carrying out organization policies and system.
7. It increases the organization performance to meet the competencies.
8. It promotes the growth and development of an organization thereby provides information for future needs.

Advantages to Employees

1. Training improves the ability of the workforce to implement the business strategy.
2. It helps in developing leadership skill, motivation, loyalty, better attitudes and other aspects that successful employee and manager will display.
3. It increases employee performances and develop self-confidence among them.
4. It promotes the Job Satisfaction among the employees and reduces the labour turnover and absenteeism.
5. It increases career competencies for the employees.
6. Employee training can reduce workplace incidents and accidents which in turn can lead to reduced costs, lower insurance premium etc.
7. Training programs not only teaches an employee how to do his work but also trains him to work as a part of the team. Thus it improves team work.
8. By effective training an employee can get the chance of obtaining (promotion) higher positions in the organization.
9. New employees may not be aware of the functioning of the organization, thus training helps them to gain knowledge and insight into the working of the company.
10. It helps an employee to take the benefit of the reward systems and incentives available in the company. Thus increases employee morale towards an organization.

TRAINING PROCESS

Training is an organized process of intervention to improve current skills, knowledge, attitude and efficiency of employees for getting better performance. The process of training comprises five major steps or stages which are; assessment, define training objective, design the training program, implementation of training program, evaluation and follow up.

- 1) **Needs Assessment:** The first step in the training process is to assess the need for training the employees. Assessment can be done in three levels of analysis such as organizational, task and person.
 - a) **Organizational Analysis:** It identifies the problems or issues of an organization is experiencing and where they are located within it(internal and external environment).
 - b) **Task or Operational Analysis:** It identifies the skills and behavior required from the employees for an assigned job and the standard of performance that must be reached.
 - c) **Person Analysis:** It focuses on the employee who has to perform the job. It analysis whether the performance of the employee is satisfactory or not.
- 2) **Defining Objective:** The training objective must be clarified related to the areas identified in the various analyzes and should be challenging, precise, achievable and understood. Hence, goals and objective of training becomes the foundation of the training initiatives.
- 3) **Designing a training program:** In this step there is a need to analyze some factors that need to be considered while designing a training program such as who are the trainees? Who are the trainers? What are the methods of training? etc. Also the comprehensive action plan that includes learning theories, instructional analysis, materials, content and other training elements.
- 4) **Implementing training program:** Training program comes to reality in the implementation stage. Organization need to decide where the training will be delivered in-house or externally coordinated. Under this step the prepared plans and programs are implemented to get the desired output and employees are trained to develop for better performance of organizational activities.
- 5) **Evaluation and follow up:** Evaluation mainly ensures whether the training process has proved to be useful to the employees as well as organization or not. In other words, it refers to the training utility in terms of effect of training on employee's performance. Finally, follow up provides the participants with further support and skill development. It also gets useful feedback which support future trainings.

Methods of Training and Development

It prepares employees for the job role that they have to pursue. Both are important in employee on boarding and employee retention. There are different methods associated with employee training and development.

- 1) **On the Job training methods:** Under this method, the individual is placed on a regular job and taught the skills necessary to perform that job. The trainee learns under the supervision and guidance of a qualified worker or instructor. It has the advantage of giving firsthand knowledge and experience under actual working conditions. Employee learns while working.

An on-the-job training method includes job rotation, coaching, job instruction or training through step-by-step and committee assignments.

 - a) **Job rotation:** Job Rotation is a management approach where employees are shifted between two or more assignments or jobs at regular intervals of time in order to expose them to all verticals of an organization. It gives an individual a chance to explore his or her own interests and gain experience in different fields or operations.
 - b) **Coaching:** Coaching in the workplace is a training method in which skilled and expert individuals provide employees with guidance and advice to help develop their performance, skills and career prospects.
 - c) **Job instruction:** This method is also known as training through step by step. Under this method, trainer teaches the trainee the way of doing the jobs, job knowledge and skills and allows him to do the job. The trainer observes the performance of the trainee provides feedback information and corrects the trainee.
 - d) **Committee assignments:** A group of employees are given a work related issue which they should solve by healthy discussion with each other. It is also a method of training to improve team work among employees.

Examples of some of the organization conducted On the Job training

In India at NTPC (National Thermal Power Corporation), is offering employee induction programs for its new employees and later sent to on-the-job training.

Boston Consulting Group's (BCG) India office, is also giving on-the-job training with live Case study for 1 - 3 months for its new employees.

Amazon India has launched a skilling programme under the National Apprenticeship Promotion Scheme (NAPS) across its warehouses in Delhi, Mumbai, Bengaluru and Hyderabad. "For us, skilling is not only meaningful but a sustainable and long-term approach. We are deeply invested in creating opportunities for the youth which will help them secure gainful and skilled employment in the future," Amazon India Director of Human Resources (Customer Fulfillment) Swati Rustagi said.

2) Off the Job training methods:

Under this method the trainee learns outside the job and involves himself in full time learning. In this method of training, the trainees are separated from the job situation and his attention is focused upon learning the material related to his future job performance. There is an opportunity for freedom of expression for the trainees.

An off-the-job training method includes vestibule training, role playing, lecture method, Conference, seminars and workshops.

a) Vestibule Training: In this method, actual work conditions are simulated in a class room. Material, files, & equipment which are used in actual job performance are also used in training. This type of training is commonly used for training personnel for clerical and semi-skilled jobs. The duration of this training ranges from days to few weeks. Theoretical and practical training takes place in the classroom, with most of the reasonable portion conducted on the production line.

b) Role Playing: It is defined as a method of human interaction that involves realistic behavior imaginary situation. This method of training involves action doing & practice, the participants play the role of certain characters such as the production manager, mechanical engineer, workers etc. this method is mostly used for developing inter personal interaction & relations.

c) Lecture Method: This is also called class room training. The special lectures can be given by the top executive of the organization or by the specialist in a particular field. The person is generally expert in the particular field. The trainees generally had the note books to note down the important points said by the expert.

d) Conference or Discussion: It is a method in training the clerical, professional & supervisory personnel. This method involves a group of people who pose ideas, share facts, ideas, data & draw conclusions all of which contribute to the improvement of job performance.

e) Seminar and Workshops: Management employees can be trained with the help of seminars and workshops. In seminars, trainees present their papers on work relate developments. The paper presentations are reviewed by experts. The experts may give their insights on the topic presented by the trainee.

Examples of some of the organization conducted Off the Job training

Edu-Vitae Services (Mentored by IITians & Industry) is a leading Indian technology identity that has PAN-India operation. We offer Computer Science & IT, Blockchain, Robotics & IoT, Automobile & IC Engines, AutoCAD, Mechatronics, Digital & Media Marketing, Graphic Design and other all Engineering/Management, Advanced Tech & Non-tech Courses Training, Workshops, Internships, Corporate Training, FDP and other related programs for the student community, professionals & organizations/institutions. Our education domain, "Edu-Vitae Services", has been among the top technology training provider organizations in India.

Wipro Technologies Ltd: This Company offers onsite training courses bi-annually to enhance job and management related skills and provide opportunities for employees to attend job related conferences and seminars. According to 16% of employees, this is one of the main reasons for them to work in this company.

Tata Consultancy Services Ltd: Personal growth is closely linked with company's growth at TCS. The company conducts workshops and trainings on professional development. Around 21 per cent employees revealed that they attend trainings more than 6 in a year.

Infosys Technologies Ltd: Around 29.7 per cent employees reveal that they get the opportunity to attend various training and development programs 3 to 5 times a year. It offers wide variety of training to employees using multiple training delivery methods. The training focuses on developing skill, providing professional and career development training.

HCL Technologies Ltd: This Company expects its employees to go beyond job descriptions and develop professionally by learning new tasks and working across teams. Around 16.6 per cent employees revealed that they attend trainings 3 to 5 times in a year. Employees are always encouraged to learn new technology with fellow co-workers.

CONCLUSION:

Training and development ultimately upgrades not only the productivity of employee but also of the organization. It has rightly been said, employee development is the key to organizational sustainable development. Organizations must have employees who are able to quickly adapt to an ever-changing world market. Companies need to invest in on-going employee trainings and development in order to both keep employees and be successful. The 21st century will be favorable to those organizations, which are able to learn faster and adapt to changes than their competitors. Training enhances employee's initiative and quality of work, thereby assisting them to be more committed to achieving the organizational goals and objectives and in turn enhancing employee's effectiveness within the organization. However, it is recommended for management of organizations to give training and development of employee's a priority in order to get the best out workforce as well as improving the organization's productivity.

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