

TRAINING, DEVELOPMENT, DIFFERENCE BETWEEN TRAINING AND DEVELOPMENT, IMPACT OF HUMAN RESOURCE MANAGEMENT

Dr. Rajeshwar Kumar*

ABSTRACT

My paper is a brief description about the significance of training (brushup/review) and development (growth/progress). In the present competitive world no organisation can sustain without continuously improving its capability. The improvement of employee's performance as well as of the organisations itself very much depend to a large extent on improving the capabilities of the employees working and improvement of capabilities depends on proper training and development of the employees. This paper deals about the definition of training, development, difference between training and development and impact on human resource management through which knowledge, skill and attitude / aptitude of employees may enhanced for the sustainable development of an organizations.

KEYWORDS: Training, Development, Human Resource Management, Employee's Performance.

Introduction

Training

Training sows the seeds of knowledge, skills, and desired attitudes within an organization, empowering its members to blossom and flourish and it acts as a bridge, guiding organization members across the expanse of knowledge, skills, and essential attitudes they need to excel. Though it is true that unplanned learning through job experience helps development. Investing in regular, diverse training programs as part of employee development consistently proves beneficial for most organizations and systematic training, encompassing various areas, is a cornerstone of effective personnel development, as most organizations have learned. Structured programs not only train managers in correct job methods and raise their performance to new heights, but also equip them with valuable, future-proof skills. By providing expert guidance on job methods, driving performance improvement, and nurturing adaptable skillsets, manager development programs become essential career boosters.

Through targeted training, employees gain the skills and knowledge to master their current tasks while preparing for future challenges and opportunities for advancement and it bridges the gap between present performance and future potential, empowering individuals to excel in their current roles and unlock leadership potential.

However individual growth is not an end in itself. To survive and thrive in a dynamic landscape, organizations must prioritize both growth and a culture of continuous learning for its people. Aligning individual development with organizational goals fuels agility and propels the organization forward in a changing world.

Employee growth and development has to be seen in the context of this change.

Training is, of course, one of the primary tools used to enhance the performance of the human resource in an organisation. Thus helping in human resource development and in turn developing the organisations.

As per the William James of Harvard University following are the opinions regarding training in organisations.

* Director (GOI), IILM, Ranchi, Jharkhand, India.

William James of Harvard University estimated that employees could retain their jobs by working at a mere 20-30 per cent of their potential. His research led him to believe that if these same employees were properly motivated, they could work at 80-90 per cent of their capabilities. Behavioral science concepts like motivation and enhanced productivity could well be used for such improvements in employee output. Training could be one of the means used to achieve such improvements through the effective and efficient use of learning resources.

Training is an act of increasing the knowledge and skill of an employee for doing a specific job. **Training programs are meticulously designed to equip individuals with the skills and knowledge they need to excel in their roles and contribute to organizational objectives.** Training is done with a view to bringing about improvement in an employee and thus enabling him to make his contributions in greater measure in meeting the goals and objective of the organisation. **Training acts as a fertile ground where knowledge, skills, and problem-solving abilities flourish. It lays the foundation for technical expertise and nurtures an awareness of essential rules, empowering individuals to thrive.** It also gives an awareness of the rules and procedure to guide their behaviour, thereby improving performance of employees on present job and prepares them for taking up new assignment in future.

Training is the process in which learning opportunities are structured in a planned manner, so as to develop knowledge, Skills and attitude, necessary for effective performance of work for achieving organizational aims and objectives by the most cost effective means, available for the purpose. Thus, the basic theme of training function is to achieve "effective performance" by the employees towards attainment of organization goals. In an organization the manager's primary purpose is to ensure that the objective of the organizations achieved. This greatly depends on the manager's ability to manage the "Performance of his staff".

Training is widely accepted as a problem solving device' It is a continuous process because of dynamic nature.

Definitions

Various authors have given various definitions on training and development. Aimed at lasting improvement, training empowers employees to master new skills, knowledge, and mindsets, shaping their attitudes and behaviors for long-term success. Through strategic planning, organizations build a workforce equipped for exceptional performance.

Flippo Edwin B. (1971) "Training is the act of increasing the knowledge and skills of an employee for doing a particular job".

Michael Jucius (1955) defines training as a process by which the aptitudes, skills and abilities of employees to perform specific jobs, are increased.

Beach Dale S. (1930) refers that "Training is the organized procedure by which people learn knowledge and/or skills for a definite purpose.

Drucker P.I. (1984) defines training as a "systematic process of altering the behaviour and/or attitude of employees in a direction to achieve organizational goals".

Dubashi P. R. (1983) defines training as "A process of improving the knowledge, skill and attitude of employees to achieve organizational objectives. It is only through a systematic program of training that necessary professional knowledge is imparted, skills developed and attitudes attuned to work situation.

Mirza Saiyadin (1983) stated that "Training is an activity aimed to improve the performance of the existing staff to meet the future need of the organisation."

Klatt et al. (1985) said that training is concerned with technical/manual skills to nonmanagerial staff Development, on the other hand, is planned activities which focus on increasing and enlarging the capabilities of employees so that they can successfully handle greater and/ or assume higher position in the organization hierarchy to better handle current responsibilities.

Development of Employees

Development of Employees for the overall development of Organisation is a vital exercise. Developing needs continuous assessment of overall work process and the involvement of Employees in that work. Development can be defined as preparing the individual for future job. Development activity in organisations is future oriented. They help employees deliver a better performance. Training teaches employees a specific set of skill where as development attempts to teach Employees to think in a rational

and logical manner. Development activity teaches employees how to develop required skills and how to apply these skills to improve individual as well as organizational performance. It must be kept in mind that for a proper development, objectives of Individual and organisation must be carefully defined and aligned in the same directions.

- Development is a strategic investment in the future, equipping individuals with the expanded skillset they need to navigate and thrive in evolving landscapes. Development acts as a springboard, propelling you towards diverse career paths within the organization. Managerial skills broadly cover technical skills that are concerned with knowledge and proficiency employed in methods, procedures and processes, Human skills are concerned with Human Relations Skills. Effective Working and Collaborative Skills and Conceptual Skills and are Concerned with general management skills such as visioning, modeling, formulating Strategic planning etc.

The six core skills that Managers require today:

- Global Perspective
- Leadership
- Learning and learning transfer
- Flexibility
- Strategic Planning
- Team buildings

Impact of Human Resource Management

Profitability of an organization depends upon the performance of their employees. Employees performance depends upon the level of training being given to them, hence employees training and development programs are becoming a necessity for every organization now days. Training is equipping the employees to **execute the responsibilities of the position**. It makes people aware of the rules and procedures to improve the performance in current job and prepare them for identical job.

Development is the growth of employees at every level of management by planned and organized processes. The main aim of development is the best possible utilization of employee's capability. Employee's development is thus an organized activity, of employee's professional growth.

- Beyond immediate skills, employee development builds long-term human capital, driving individual and organizational success. Investing in development empowers employees to stay ahead of the curve, adapt to new technologies, and thrive in evolving roles. Strategic development programs future-proof the workforce, ensuring smooth transitions, tech-readiness, and growth flexibility. While training sharpens present skills, development cultivates long-term potential, enabling employees to excel in future roles and support organizational growth.

Impact Training and Development on Productivity

- Enhanced skills and knowledge.
- Problem-solving abilities:
- Increased motivation and engagement
- Improved communication and collaboration.
- Enhanced creativity and innovation.
- Greater adaptability to change
- Reduced employee turnover.
- Reduced absenteeism

Training and Development

In the field of Human Resource Management, Training and Development is the field concerned with organizational activity, aimed at bettering the performance of individuals and groups in organizational settings. It is multi-faceted field, encompassing employee development, human resource development, and learning and development. Training is an educational process. People can learn new information, re-learn and reinforce existing knowledge and skills and most importantly have time to think and consider the new options that can help them to improve their effectiveness and performance at work. Effective trainings convey relevant and useful information that inform employees and develop skills and behaviours that can be transferred back to the workplace.

Training is process by which individuals change their skills, knowledge, attitudes, and/or behavior. In this context, training involves designing and supporting learning activities that result in a desired level of performance. In contrast, development typically refers to a long-term growth on what an individual may need to know or do in future. While training focuses more on current job duties or responsibilities, development points to future job responsibilities. However, sometimes these terms have been used interchangeably which emphasizes either the product of training and development or how individuals perform as a result of what they have learned.

The goal of training is to create an impact that lasts beyond the end time of- the training itself. The focus is on creating specific action steps and commitments that focus people's attention on incorporating their new skills and ideas back at work.

Training can be offered as skill development for individuals and groups. In general, trainings involve presentation and learning of content as a means for enhancing skill development and improving workplace behaviours.

These two processes, Training and Development, are often closely connected. Training can be used as a proactive means for developing skills and expertise to prevent problems from arising and can also be an effective tool in addressing any skills or performance gaps among staff. Development can be used to create solutions to workplace issues, before they become a concern or after they become identifiable problem.

Development is a process that "strives to build the capacity to achieve and sustain a new desired state that benefits the organization or community and the world around them".

Development perspective examines the current environment, the present state, and helps people on a team, in a department and as part of an institution identify effective strategies for improving performance. In some situations, there may not be anything "wrong" at the present time; the group or manager may simply be seeking ways to continue to develop and enhance existing relationships and job performance. In other situations, there may have been identifiable issues or problems that need to be addressed; the Development process aims to find ideas and solutions that can effectively make the group to a state of high performance.

Positive Training and Development is the framework for helping employees to develop their personal and organizational skills, knowledge and abilities. The focus of all aspects of Human Resource Development is on developing the most superior workforce so that the organization and individual employees can accomplish their work goals in service to customers.

For the most part, the terms "Training" and "Development" are used together to describe the overall improvement and education of an organization's employees. However, while closely related, there are important differences between the terms that centre on the scope of application. In general, training programmes have very specific and quantifiable goals, like operating a particular piece of machinery, understanding a specific process, or performing certain procedures with great precision. Developmental programmes, on the other hand, concentrate on broader skills that are applicable to a wider variety of situations, such as decision making, leadership skills and goal setting.

Difference between Training and Development

Training	Development
Training means learning skills and knowledge for doing a particular job and increases skills required for a job	Development refers to the growth of employee in all respects. It is more concerned with shaping the attitudes.
Training generally imparts specific skill of the employees.	Development is more general in nature and aims at overall growth of the Executives.
Training is concerned with maintaining and improving current job performance. But, it has a short-term perspective.	Development builds up competences for future performance and has a long-term perspective
Training is job centered in nature.	Development is career-centered in nature.
The role of trainer or supervisor is very important in training.	All development is 'self-development' and the executive has to be internally motivated for the same.

Major Difference between Training and Development is as follows:

- Training is planned by others; Development is planned by self.
- Training is planned for others; Development is planned for self.
- Training is planned for a specific reason; Development is planned for more generic reasons.

Methods of Trainings and Development

There are various methods of training, which can be divided into cognitive and behavioural methods. Trainers need to understand the pros and cons of each method, its impact on trainees" keeping their background and skills in mind, before giving training.

Cognitive methods are more of giving theoretical training to the trainees. The various methods under Cognitive Approach provide the rules for how to do something, written or verbal, demonstrate relationships among concepts, etc. These methods are associated with changes in knowledge and attitude by stimulating learning.

The various methods that come under cognitive approach:

- Lectures
- Demonstrations
- Discussions
- Programmed Instruction (PI)
- Virtual Reality

Behavioural methods are more of giving practical training to the trainees. The various methods under Behavioural approach allow the trainee to behave in a real fashion. These methods are best used for skill development.

The various methods that come under Behavioural approach:

- Games and Simulations
- Behaviour-Modelling
- Business Games
- Case Studies
- Equipment Stimulators
- In-Basket Technique
- Role Plays

Both the methods can be used effectively to change attitudes, but through different means.

Objectives of Training and Development

- Risk management, e.g., training about sexual harassment, diversity training.
- Increase employee motivation.
- Increase innovation in strategies and products.
- Reduce employee turnover.
- Enhance company image, e.g., conducting ethics training
- Increase job satisfaction and morals among employees.
- Increase efficiencies in processes, resulting in financial gain.
- Increase capacity to adopt new technologies and methods.

There is a direct correlation between the training plus development and organisational performance along with employee's performance.

Keeping in view the role of training in the development of faculties of the employees and their knowledge horizon no organisation can afford to go without a training and development program.

Of course, the organisational performance of any enterprise is supposed to depend on the attitude and moral of its employees. As the development of human resource is a pre-requisite for the change in attitude and improvement in moral. It can only be done through well planned training and development programs.

Conclusion

Today's globalized world demands extraordinary skills. But humans are learning powerhouses. Let's unleash their potential, ignite performance, and thrive in ever-evolving organizations. Globalization demands a skilled workforce. Investing in employee development unlocks their inherent potential, powering organizational growth and adapting to evolving work practices. The convergence of globalization, human potential, and rapidly shifting work practices calls for a paradigm shift in employee development. We must nurture extraordinary skills and learning agility to empower individuals and organizations to thrive.

While training investment ranks high, the disconnect between its impact and ROI calls for rethinking our approach. These changes offer a chance to bridge that gap and unlock significant training effectiveness. Success hinges on clear structure, unwavering focus on goals, and mastery of the essentials.

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