

ROLE OF TRAINING AND DEVELOPMENT IN SUCCESS OF AN ORGANISATION

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ABSTRACT

Training and Development is fast becoming a force to reckon, in Organizations which are building better tomorrow for their valuable assets, People. The fast that it reduces arbitrariness and inspires learning / behavioral change, by following strong processes makes it vital for all types of Organizations. Today, many reputed Organizations, who consistently put their time & money on ensuring systematic trained people, are highly successful in terms of their capitalization. Such a culture has successfully driven Organizations in prompt delivery of Customer Expectations, on all desired parameters. Target Individual performance and its enhancement in challenging situations, is feasible in today's scenario with the assistance of effective trainings, a culture inculcated by many Organizations. Knowing the importance of training, Organizations have therefore started investing on developing Technical skills, as a necessary part in IT industry today, while keeping a scientific specialize in development of Management skills. The Organizations, work on a concept to take a position approx. 4-7% of their revenue generation, on these training plans. The challenge for Organizations who are within the business of training is to make practitioners who aim for gaining skills in an exceedingly technology specific domain or zone, while also equip them on required Management skills. In recent years, competencies for professionals within the performance improvement area have received considerable attention. Although it's important to define competencies and founded measuring parameters, for unlocking superior performance and for creating the simplest use of potential today, performance are often described & measured with a combined set of dimensions against Competencies. Thus, a well-designed competency agenda provides the link between various behaviors, skills and necessary qualities required by the individual for the tasks required for a selected job.

Keywords: *Training & Development, Human Resource, Management Skills, Enhancement.*

Introduction

Human resource management related with the organizational activity aimed for betterment not just for the performance of people but also for set of groups in a company, is achieved through Training and development which is its important function. It's been known by numerous names, including "learning and development" and "human resource development". Training and development is planned learning experiences designed to produce workers with the competencies needed to perform their current or future jobs. Training and development mostly covers three main events which are education, training, and development as stated. Training is dual, being absorbed upon, and gauged against, the work that an individual currently holds. Education is more futuristic as this training activity emphasizes upon the roles that a private may potentially hold within the coming future, and is gauged against those jobs. Development activity extremely focuses upon the activities that the organization hiring the individual, or

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hired for, may participate within the future, and is sort of unfeasible to gauge. Teaching specific skills associated with jobs and behaviors will be observed as Training. Whereas, development is over generic training and more oriented towards individual development furthermore fulfilling organizational needs. This inculcates the culture of building knowledge and understanding to individuals, to empower them function more effectively in their organizations. Trainings, education, and development are three terms which are often used. clear, they're all same. In all, these three Trainings, education and development are interconnected. Training is the art of enhancing knowledge, building the skill of a resource for them to achieve their accountability within the organization hence, training is taken into account as a medium of sharing knowledge, equipping personnel, so on develop the required Skills sets within a company. While development provides wider exposure to personnel and makes them capable in facing organizational problems and challenges in a very bold manner. Training is brief term process which utilizes an efficient and arranged procedure by which non-managers can grow, while development involves managerial personnel learn conceptual and theoretical knowledge for general purpose. Development refers to philosophical and theoretical and academic concept, whereas, Training refers to instruction in technical and mechanical operations. Development involves managerial personnel, Training is meant for non-managers.

Significance of Training and Development

In the current scenario, of aggressive competition, it becomes highly necessary and imperative for a company to be dynamic. It should respond effectively and timely to the changes within the business climate. This training is feasible when the workers within the organization are capable enough in handling the priorities and dynamics in changing environment. For such initiatives, their best input for teams / individuals within the organization is Training & Development. Companies have had higher capitalisation overall with higher training investments. Companies are successfully able to deliver customer goals with effective results by successfully implementing training programs. In Enhancement of individual performance is shown in good training results, which helps in achieving the business goals of a corporation always. To achieve a competitive advantage in terms of human resources or personnel, training is a very important tool that may helps a company. Talent development is thus the method of fixing a company, its employees, its stakeholders, and groups of individuals within the organisation, using strategic and inadvertent learning, to realize and maintain a viable advantage for the organization compared to others. Another researcher, Rothwell records that the name could mean a term in search of a meaning, like most in management, and suggested that or not it's thought of as selective attention paid to the highest 10% of employees in an organization, either by potential or by their performance. The term talent development has become gradually popular nowadays in several organizations, as companies are now moving ahead from the old-style term training and development. Talent development incorporates a good sort of modules like training, career development, career management, and organizational development, together with trainings and development. During the 21st century further companies have begun to use more unified terms like talent development.

Assessment of Training Needs

Assessment of training Needs means the identification and prioritization of training requirements. The timely and precise identification of training needs starts with the determination of data, and skill essential for optimum effectiveness in an organizations position. Assessment of training needs should be dispensed for in-service personnel on their transfer or promotions involving different skills further as for fresh recruits keeping visible of present and future technologies, organizations goals and depth of data and skills needed. A corporation when lays out the plan for training of its employees of whatever category it should be has got to analyze the organizational objectives, assess the requirements of the staff so train the staff duly preparing a schedule of the training programme. It seems that training design plays a vital role within the employees additionally as organizational performance. Training may be a continuous process for any developing organization. The organization through the competent managers should analyze the performance of employees after training and continue the training needs of the staff from time to time, to attain the planned goals of the organization. Once training needs are identified by the organization, objectives should be set to start meeting these needs within the schedule of training programme. Training should equip the staff of the organization to require up changing competitions within the business environment. The organization is additionally required to anticipate the forthcoming business constraints keeping seeable the increasing of trade schedule, inducting new technological methods and resultant organizational reorganization and employing workforce to cope up with existing and time to come back hereafter requirements. The Training needs differ in keeping with the designation of workforce in a company. As per the management should assess

training programmes to different categories of employees supported job analysis. The manager accountable for training programmes is required to review the duration and objectives regarding the corporate to work out the rules and purpose of training activities. There is also differing types of training needs supported production development schedule of an industry / organization. As and when organization lays out the plan for training of its employee's cadre wise it has to analyze the organizational objectives, assess the worker needs so draft the workers for training programmes accordingly.

Objectives of Training & Development

The training objectives are always framed in line with the organisations goals and objectives. Their major objectives of the training will be itemized because the following:

- To coach their employees as per the organizations culture and philosophy.
- To assist and prepare the newly recruited employees and also the prevailing employees to satisfy present similarly because the future requirements and as per the competition of labor or the organization.
- To improve the work methods and skills to extend the standard and quantity of output.
- To stop any reasonably obsolescence.
- Preparing employees for the next level of responsibilities.
- Increasing the competence and effectiveness of employees by upgrading and updating them on latest techniques, trends, and ideas.
- Facilitate succession planning.
- Helps to cut back supervision wastage and accidents.
- Ensuring of economic output with prime quality.
- Developing inter-personal relations.

Area of Training and Development

Training & Development could be a sub-system of human resources development. The administration of the training is vested with HR function. To form trainees' interest in enhancing the competencies and skills the HR function should create conducive environment wherein good performance is rewarded and poor performance is punished. This training may be achieved by measures like successful completion of training with confirmation, promotion, placement and institutionalizing a system of rewards for competence and performance. The organizations therefore find themselves obligated to prepare some training activities because many new joinees lack some basic skills. Consequently, substantial amount has been spent by employers on formal training. Training of any company's workforce always leads to a rise of productivity and subsequently reduces wastage. It's a company prudence and a cheap practice to retrain existing workers instead of losing them and hiring new ones. As training enhances the competency of their workforce, it ends up in increased morale. Number of various forms of activities are positively affected if training systems are elegant at the offset. Training can cover an increased quality both within the production likewise as in commission sectors. Consequently, training can facilitate employee retention and quicker customer service. If designed and delivered all right, it can facilitate in achievement of organizational objectives which is the main purpose of an organizations existence. Some organizations favor training as a pointless, unnecessary and delay activity, as they feel that the value of training is higher and isn't proportional with the advantages resulting from it. The second sort of organizations treat training as a repetitive and constant activity. Every superior in a company is to blame for training which habitually ends up in updating their knowledge either in methodology, behavior or in technology. In some organizations training is employed as a tool to cater to some explicit problems. In these organizations training happens only a difficulty occurs or when a controversy which must be solved. In such case training is preoccupied with limited objective and so discontinued once the matter is solved.

Problems of Training and Development

Trainings don't seem to be universal remedy for all the current organizational troubles that exist today. Sometimes trainers fall under the trap that a training solution can solely solve many problems. They feel if training isn't the simplest solution it'll not address the foundation reason behind the matter and organization may lose time, image, money, effort, and its credibility. If the intervention methodology isn't chosen carefully the training are ineffective and inadequate. Sometimes agendas that not meet the work-related needs are conducted for the sake of numbers. Such agendas should be

avoided. While initiating efforts itself, the difference between results based training and activity based training is to be subsequently recognized. together with of these Trainer's competencies from time to time don't seem to be properly assessed while mounting a training schedule which can defeat the aim of the training agenda, as delivery might not result in learning in such cases. Within the same line Discrepancy between the organizations training objectives and desires can make the training agenda almost useless. Training should be focused on what learners must learn and use on the work rather than on what's nice to grasp.

Effectiveness of Training Programmes

A training programme is run and designed by synchronizing a spread of things like, hard work, financial resources, and creativity of varied partners of training, like trainers, any training administrators, or training institutions, the beneficiary organizations and learners. Of these partners would love to appraise and evaluate the effectiveness of the training for a spread of purposes since these partners have an exact interest within the programme. With relevancy the evaluation of training programmes the organization can adopt the subsequent methods in step with its need and convenience.

- Immediate assessment of trainee's reaction to the programme.
- Collecting views of the supervisor with record to his execution at work prior and later of training programme.
- Measurement of the worker's attitudes after training programme.
- Evolution regarding his ability prior and later of the training programme.
- Trainee's involvement and observation during the training programme.

Evaluation of training has been the part and parcel of training programme. The course of evaluation of training programme provides lots of data and becomes an authenticated source to the organization for taking several vital decisions within the matter of future training and development programmes. Training is grouped into formative evaluation and summative evaluation. Formative evaluation is anxious with improving the method of training. While summative evaluation is anxious with the results of the training and focuses on the full aspect of the training.

Benefits of Using Technology in Training

The greatest challenges that are being faced by many organizations to-day in our country, isn't just for want of economic resources, materials or infrastructure facilities, but also the way to manage their hands which has become too complex and dynamic on account of the vast diversity in its composition due to lingual, regional and cultural differences. There are abundant resources for mobilization of economic base in our country both by public and personal sectors. The H.R. management Professionals therefore participated in transformative activities like redesigning the training programmes. With the emergence of knowledge Technology (IT) and its application to training programmes, most of the organizations have implemented the recent trends in Training and Development through Information Technology to realize the organization's goals. The organizations worldwide have necessarily introduced several measures referring to information technology to extend effectiveness of performance of their employees. Information technology based training facilitates the organization to beat the issues hitherto experienced in traditional system of training. Therefore all proactive organizations use computer in training methodology for imparting latest techniques and skill. This technique of learning reduces paper work and administrative costs. Personal managers, course designers and organizations generally have become more at home with technology based training. Understanding the varied changing trends in technology and incorporating them in appropriate areas in training programmes will entail the trainers virtually learn their jobs and perform more competently. The method of I.T. based training within the industrial sector is felt highly essential in creating quality employees both among the managerial and operative staff.

Conclusion

In the context of world competitive era of markets, knowledge may be a fundamental factor contribution to economic development. Therefore, the event of human resources through specified training in a company is taken into account as vital due to its favourable consequences of improved performance at work, both in quantitative and qualitative outcomes. The long run of our country within the 21st century is undoubtedly rely on the enlightened citizens, skilled and educated workers all told fields. The event of high potential personnel through periodical training and retraining is evidenced as a core element within the development of any successful organization. The training imparted to an

employee in line with the training goals to the organization's strategic needs, tracks progress and shows explicitly on how the new knowledge and competence encompasses a positive impact on productivity and quality. This can be indeed a motivating area of operation which the organizations may consider within the training and development programmes. Good human resource development practices lead the organization to optimum utilization of man power so as to realize the stipulated targets of production of the corporate envisaged by its management. As new technologies are being developed and implemented there's an urgent need for any organization to extend the prevailing skills and knowledge of employees, because the organizations always strive to survive and develop during a competitive market of the world. Acquiring and retaining good human resources is a necessary pre-condition for the success of each organization. This article is intended to supply possible supportive measures for the positive outcomes of training programmes for the organizations.

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