A STUDY ON EMPLOYEE TRAINING AND DEVELOPMENT

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ABSTRACT

Management of human resources was thought of as a routine, in administrative function. The subject has undergone a major transformation and with the increasing realization of the importance of human resource. Talent attraction and retention are and will be perennial challenges and those organizations which excel in this area would achieve sustained success. Training has become the buzz word in the dynamic competitive market environment. Human capital differentiates a great organization from a good one. Organizations investing in effective training and development for human resource tend to achieve both short and long term benefits. This study presents overall activities of the employee training and development, executive and self development. Employees tends to become absolute, and therefore making the need to adapt to the continuous learning and updating of the skill and knowledge. Thus, in order for organizations to achieve optimum returns from their investment, there is imperative need to effectively manage training and development programmes. However, the most vital asset of every organization under stiff and dynamic competition is its human capital. Training and development is an instrument that aid human capital in exploring their dexterity. Therefore training and development is vital to the productivity of organization’s workforce.

Keywords: Training, Development, Competetion.

1. INTRODUCTION

Human resource management is the study of activities regarding people working in an organization. It is a managerial function that tries to match an organization’s needs to the skills and abilities of its employees. It is management function concerned with hiring, motivating and maintaining people in an organization. It focuses on people in organizations. It is designing management systems to ensure that human talent is used effectively and efficiently to accomplish organizational goals.

Training is a process of learning a sequence of programmed behavior. It is the application of knowledge and gives people an awareness of rules and procedures to guide their behavior. It helps in bringing about positive change in the knowledge, skills and attitudes of employees. Thus, training is a process that tries to improve skills or add to the existing level of knowledge so that the employee is better equipped to do his present job or to mould him to be fit for a higher job involving higher responsibilities. It bridges the gap between what the employee has and what the
job demands. Training refers to a planned effort by a company to facilitate employees learning of job related competencies. These competencies include knowledge, skills, or behaviors that are critical for successful job performance. The goal of training is for employees to master the knowledge, skill, and behaviors emphasized in training programs and to apply them to their day to day activities. Training is seen as one of several possible solutions to improve performance. Other solutions can include such actions as changing the job or increasing employee motivation through pay and incentives.

Today there is a greater emphasis on,

- Providing educational opportunities for all employees.
- An ongoing process of performance improvement that is directly measurable rather than organizing one time training events.
- The need to demonstrate to executives, managers, and trainees the benefits of training.
- Learning as a lifelong event in which senior management, trainer manager, and employees have ownership.

2. OBJECTIVES OF TRAINING AND DEVELOPMENT

The objective of training and development division is to make sure the availability of a skilled and willing workforce to an organization. In addition to that, there are four other objectives: Individual, Organizational, Functional and Societal.

- Training and development is a subsystem of an organization. It ensures that randomness is reduced and learning or behavioral change takes place in structured format.
- Individual Objectives, It helps employees in achieving their personal goals, which in turn, enhances the individual contribution to an organization.
- Organizational Objectives, It assist the organization with its primary objective by bringing individual effectiveness.
- Functional Objectives, It maintains the department’s contribution at a level suitable to the organization’s needs.
- Societal Objectives, It ensures that an organization is ethically and socially responsible to the needs and challenges of the society.

REASONS FOR TRAINING AND DEVELOPMENT

- Creating a pool of readily available and adequate replacements for personnel who may leave or move up in the organization.
- Enhancing the company’s ability to adopt and use advances in technology because of a sufficiently knowledgeable staff.
- Building a more efficient, effective and highly motivated team, which enhances the competitive position and improves employee morale.
Ensuring adequate human resource for expansion into new programs

IMPORTANCE OF TRAINING AND DEVELOPMENT

- Improves morale of employees.
- Less Supervision.
- Fewer Accidents.
- Chances of Promotion.
- Increased Productivity.

TYPES OF EMPLOYEE TRAINING

- On-the-job training takes place in a normal working situation, using the actual tools, equipment, documents or materials that trainees will use when fully trained. It has a general reputation as most effective for vocational work.
- Off-the-job training takes place away from normal work situations implying that the employee does not count as a directly productive worker while such training takes place. It has the advantage that it allows people to get away from work and concentrate more thoroughly on the training itself. This type of training has proven more effective in inculcating concepts and ideas.

PURPOSE OF TRAINING

- To prepare the employee, both new and old to meet the present as well as the changing requirements of the job and the organization.
- To develop the potentialities of the people for the next level job.
- To ensure smooth and efficient working of a department.
- To ensure economical output of required quality.
- To build up a second line of competent officers and prepare them to occupy more responsible position.
- To prevent obsolesce.

BENEFITS OF TRAINING

- Increased productivity.
- Heightened morale.
- Reduced supervision.
- Reduced accidents.
- Increased organizational stability.
- Addressing weaknesses.
- Improved performance of employees.
- Boosts company profile and reputation and innovation.

EXECUTIVE DEVELOPMENT
It is also known as management development. It is one of the fastest developing areas in personnel. It is realized that an effective management team may be as important to the survival of an organization as any tangible item on the balance sheet. Interest in management development is great partly due to the shortage of well trained managers. Executive development is a systematic process of learning and growth by which managerial personnel gain and apply knowledge, skills, attitudes and insights to manage the work in their organization effectively and efficiently.

CHARACTERISTICS OF EXECUTIVE DEVELOPMENT

- It is planned and organized process of learning.
- It is an ongoing and never ending exercise.
- It is a long term process as managerial skills cannot be developed overnight.
- It aims at preparing managers for managers.

IMPORTANCE OF EXECUTIVE DEVELOPMENT

- It programmes are required to train and develop professional managers.
- It helps managers to develop skills to face cut throat competition.
- It enables managers to face problems related to technology and institution.
- It helps in developing better relations with the labors.
- Executives need training and education to understand and adjust to changes in socio-economic changes.
- It is required to broaden the outlook of managers.

PROCESS OF EXECUTIVE DEVELOPMENT

Stage I: Analysis of development needs – First of all the present and future development needs of the organization are ascertained. It is necessary to determine how many and what type of executives are required to meet the present and future needs of the enterprise.

Stage II: Appraisal of the present managerial talent – A qualitative assessment of the existing executives is made to determine the type of executive talent available within the organization.

Stage III: Planning individual development programmes – Each one of us has a unique set of physical, intellectual and emotional characteristics. Therefore, development plan should be tailor made for each individual.

Stage IV: Establishing training and development programme – The HR department prepares comprehensive and well conceived programmes.

Stage V: Evaluating developing programs – Considerable money, time and efforts are spent on executive development programmes. It is therefore natural to find out to what extent the programmes objective has been achieved.

TABLE NO 1

METHODS OF EXECUTIVE DEVELOPMENT
<table>
<thead>
<tr>
<th>S. NO</th>
<th>COMPETENCY DEVELOPMENT AREA</th>
<th>METHODS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Decision making skill</td>
<td>In basket, business games, case study</td>
</tr>
<tr>
<td>2.</td>
<td>Interpersonal skill</td>
<td>Role playing, sensitivity training</td>
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<tr>
<td>3.</td>
<td>Job Knowledge</td>
<td>On the job experience, coaching, understudy</td>
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<tr>
<td>4.</td>
<td>Organizational Knowledge</td>
<td>Job rotation, multiple management</td>
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<tr>
<td>5.</td>
<td>General Knowledge</td>
<td>Special course, special meeting, special reading</td>
</tr>
<tr>
<td>6.</td>
<td>Specific Individual Needs</td>
<td>Special projects, committee assignments</td>
</tr>
</tbody>
</table>

SELF DEVELOPMENT

It includes activities that improve awareness and identity, develop talents and potential, build human capital and facilities employability, enhance quality of life and contribute to the realization of dreams and aspirations.

BENEFITS OF EMPLOYEE TRAINING AND DEVELOPMENT

- Increased job satisfaction and morale among employees.
- Increased employee motivation.
- Increased efficiencies in processes, resulting in financial gain.
- Increased capacity to adopt new technologies and methods.
- Increased innovation in strategies and products.
- Reduced employee turnover.
- Enhanced company image and risk management.

3. CONCLUSION

There is a relationship between training, development and employee performance. From all the study we have reached at a decision that training and development have positive impact on employee performance.

4. REFERENCES