

## Training and Development for Employees

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### Abstract

This paper is greaed towards the Training and Development of Employees to develop their personal and organization skills, knowledge and abilities.

The procedures are presented to illustrate how sensitivity is people's learning is important to them and the reputation of the organization is also stack.

Technological Research and Development were important elements for success using the model fine distinctive evaluation grades were introduced. The efficiency of programme depends on the Employer-Employee relationship. This paper contribution is to identify the division factors and developing the assessment model. The finding would drive im processing on market strategy so as to increase the Training Programme that promote development through various investigation on the overall operational pattern of the stipulated procedures.

### INTRODUCTION TO TRAINING AND DEVELOPMENT:

Training and development is the framework for helping employees to develop their personal and organization skills, knowledge and abilities. The focuses of all aspects of human resource development the most superior workforce so that organization and individual employees can accomplish their work goals in service to customers.

In the field of human resource management, Training and development is the field concern with organizational activities which are aimed to bettering individual and group performance in organization settings, it has known by many names in the field HRM, such as employee development, human resource' capacities though learning and practicing.

Training and development (TAD) if done properly provides the basis on which all other training activities can be considered also requiring careful thought and analysis it is a process that needs to be carried out with sensitivity as people's learning is important to them and the reputation of the organization is also stack.

Training and development is the important from both the organizational point of view as well as from an individual's point view important because an organization has objectives that it wants to achieve for the benefits of all stakeholders or members. Including owners, employees, customer neighbors' these objectives can be achieved only through harnessing the abilities of its people releasing potential and maximizing opportunities for development.

Training and development is the process of improving and employee's skill and competencies to maintain and improve the performance. It includes skill and knowledge attained for both personal, development and career advancement. Planning, professional

development with each employee and implementing the plan are essential to an effective performance management system.

Development encompasses all type of facilitated learning opportunities including formal courses and classes, conference and informal learning opportunities, such as; consultation, communities of practice mentoring reflective supervision and technical assistance.

### **MEANING OF TRAINING:**

Training involves an expert working with learners to transfer to them certain area of knowledge or skill to improve in their current jobs. Development is a broad, ongoing multi-factored set of activity to bring someone or an organization up to another there should of performance some job new role in the future.

In a work organization, training is a learning process in which learning opportunities are structured in a planned manner so as to develop employee's knowledge skills and attitudes, necessary for effective measures available.

Training program seek a relatively permanent change in an individual that will improve his or her ability to perform on the job.

In other words, training improves changes and modules the employee's knowledge, skill, behavior and requirements of the job and the organization.

Training refers to the teaching and learning activities carried on from the primary purpose of helping members of a organization to acquire and apply the knowledge, skill, abilities and attitudes needed by a particular job and organization.

Training is the process of imparting skill or job knowledge to a person. It takes an individual from where he is to where he should be.

Training is an organized procedure for increasing the knowledge and skill of people for a specific purpose. The trainees acquire new skill, technical knowledge, problem-solving, etc. it also gives an awareness of the rules and procedures to guide their behavior training improves the performance of employees on present jobs and present jobs and prepares them for taking up new assignment in future.

A distinction may be made between training and education. While the former 'relates to increasing the skill and knowledge and employees in doing their jobs, the later is concerned with the study of a particular syllabus. The burden of training mainly falls on employees while education is generally acquired in some institution before joining a service.

### **OBJECTIVES OF THE STUDY**

- To train the employees for operating machine, reduce scrap and avoid accident.
- To train employee to increase his quantity and quality of output.
- To prepare the employee for promotion to higher levels jobs.
- To develop the effective work habits and method of work.
- To identify the satisfaction level of employee.
- To increase the morale of the members of the management group.
- To consider the employees performance with training.
- To improve the job performance of manager currently in post.
- To reduce supervision, wastage of materials and accident rate.
- To improve the over all performance of the organization.

## **IMPORTANCE OF TRAINING AND DEVELOPMENT:**

- Training, certainly, result in improvement in skill knowledge of the employee.
- If an enterprise has a team of well trained employee, it will be able to expand its.
- Production.
- Trained employee will be able to make better use of the material and machines.
- Well-trained employees do not need much supervision.
- Trained employee are aware of safety of precautions to be taken while at work.
- In an organization has a team of trained employees it can face future challenges easily.
- Helps remove performance deficiencies in employees.
- Greater stability, flexibility and capacity for growth in an organization.
- Accidents, scraps and damages to machinery can be avoided.
- Serves as effective source of recruitment.
- It is an investment in HR with a promise of better returns in future.
- Reduce dissatisfaction, absenteeism, complaints and turnover of employees.

## **NEEDS OF TRAINING:**

- Diagnosis of present problems and future challenges.
- Improve individual performance or fix up performance deficiency.
- Improve skills or knowledge or any other problem.
- To anticipate future skill-needs and prepare employee to handle more challenging tasks.
- To prepare for possible job transfer.
- To maintain and improve professional competence.
- To enhance career progression.
- To comply with professional requirement.
- A sense of obligation.

## **ELEMENTS OF TRAINING:**

The effective training program has the following features.

- Continuous process
- Effective utilization of existing knowledge and skill.
- Expending the present knowledge and skills for future requirement.
- Helping the employee to find his present position and preparing him to accept greater responsibilities.

## **METHOD OF TRAINING:**

### **On The Job-Training Methods:**

#### **1. Job Rotation:**

In this method, usually employees are put on different jobs turn by turn where they learn all sorts of jobs of various department. The objective is to give a comprehensive awareness about the jobs of different department. Advantage-employee gets to know how his own and other departments also function. Interdepartmental coordination can be improved, instills team spirit. Disadvantages –

it may become too much for an employee to learn. It is not focused on employees own job responsibilities. Employees basic talents may remain under utilized.

## **2. Job Coaching:**

An experienced employee can give a verbal presentation to explain the nitty-gritty's of the job.

## **3. Job Instruction:**

It may consist an instruction or directions to perform a perform a particular task or a function. It may be in the form of orders or steps to perform a task.

## **4. Apprenticeships:**

Generally fresh graduates are put uneder the experienced employee to learn the functions of job.

## **5. Internships and Assistantships:**

An intern or an assistants are recruited to perform a specific time-bound or project during their education. It may consist apart of their educational courses.

### **Off The Job – Training Methods:**

#### **1. Classroom lectures:**

It is a verbal lecture presentation by an instructor to a large audience. Advantage-it can be used for large groups. Cost per trainee is low. Disadvantages – low popularity. It is not learning by practice. It is one-way communication. No authentic feedback mechanism. Likely to boredom.

#### **2. Audio-Visual:**

It can be done using films, television, video and presentations etc. Advantages – Wide range of realistic examples, quality control possible,. Disadvantages – One – Way communication, on feedback mechanism. No flexibility for different audience.

#### **3. Simulation:**

Creating a real life situation for decision-making and understanding the actual job conditions give it. Following are some of the simulation methods of trainings.

#### **4. Case Studies:**

It is a written description of an actual situation and trainer is supposed to analyze and give his conclusions in writing. The cases are generally based on actual organizational situations. It is an ideal method to promote Decision-Making abilities within the constraints of limited data.

**a. Role Plays:**

Here trainees assume the part of the specific personalities in a case study and enact it in front of the audience. It is more emotional orientation and improves interpersonal relationships. Attitudinal change is another result these are generally used in MDP.

**5. Sensitivity Training:**

This is more from the point of view of behavioral assessment, under different circumstances how an individual will behave himself and to wards others. There is no preplanned agenda and it is instant. Advantages –increased ability to empathize, listening skills, openness, to learned and conflict resolution skills. Disadvantages-participants may resort to their old habits after the training.

**6. Programmed Instructions:**

Provided in the form of blocks either in book or a teaching machine using questions and feedbacks without the intervention of trainer. Advantages-self paced. Trainees can progress at their own speed, strong motivation for repeat learning, material is structured and self-contained. Disadvantages – Scope for learning is less; cost of books, manuals or machinery is expensive.

**7. Computer Aided Instructions:**

It is extension of PI method, by using computers. Advantages-Provides accountabilities, modifiable to technological innovations, flexible to time. Disadvantages – High cost.

**ESSENTIALS OF A GOOD TRAINING PROGRAMME:**

**1. It should have a specific goal:**

The training program should have a specific goal. For example, an organization planning to computerize its operations may arrange to train all its personnel to handle computers if they do not possess such knowledge already.

**2. The training method should be appropriate:**

The method of training should be the most appropriate one under the given circumstances. For example, a newly recruited staff may be given training within the organization. He may be placed under an experienced staff from which he can learn the work.

**3. It should be relevant:**

The contents of the training program be relevant. For example, a newly appointed salesman requires training to acquire the skill necessary to sell. A general orientation for such a person may not be relevant.

#### **4. There may be provision of suitable incentives:**

Suitable incentives may be given to those who have successfully undergone training. Such incentives may be either financial or non-financial. Non-financial incentives may be in the form of greater responsibilities, decisions-making authority and better designations and so on.

#### **5. It should consider individual differences:**

The employees of a concern are not identical in so far as their age, experience, designation qualification etc. are concerned such individual difference should not be ignored before they are sent for training program. In other words, it is important that the participants of a training program from a homogenous group and not a heterogeneous group.

#### **6. It should make the trainees accountable:**

The training program will be successful only if the trainees are made to account for their activities in the place of training. Otherwise, it may not be taken seriously. To make the trainees accountable, the superior may ask them to prepare and submit a report on what they learnt. They may also be asked to exhibit the skill they acquired as a result of training.

#### **7. The emphasis should be on practical aspects:**

An important reason for the failure of most training programs is that they give undue importance to the theoretical aspects of any subject. In other words, the trainees are made to listen to the speeches of certain intellectuals for the whole day and training program, it is therefore, to give utmost importance to the practical side of the work.

### **REVIEW OF LITERATURE**

“The problem addressed in this study is to examine the factors affect the training (types of training, training environment, work environment and employees’ personal characteristics) and training effectiveness on human resource practices. Management is committed to human resource development as well as its social responsibilities through various programs.”

“An cites problems with traditional method of training needs analysis including those mentioned above and also states that non-training solutions tend to be ignored and the process tends not to involve consultation with employees and is usually management driven and focused.”

“Has discussed some of the difficulties associated with accurate and useful evaluation of training effectiveness particularly in the department of soft skill which include skills relating to people management. The author highlights some existing training evaluation techniques and then outlines a model of training evaluation which currently is found to be successful in the united Kingdom.”

“Training programme can be evaluated from the perspective of trainee employees to test its effectiveness. The effective of a training programme can be fairly measure by

comparing the pre-training expectations and knowledge of trainees with their post-training experience.”

“Employees training tries to improve skill so that the employee is better equipped to do his present job or to prepare him for a higher position with increased responsibilities. T&D programmes are necessary in any organization for improving the quality of work of the employees at all levels particularly in a world of the employees at all levels in a world of fast changing technology and environment.”

“Training and development builds a team of highly effective and efficient way. Employee who are trained regularly are well motivated, well mannered and enhance confidence and self-esteem. Training and development prepare and enhance employee’s knowledge and skill to enable them so that they adept to new technology, the changes that happened inside the organization and the working environment.

“Reveals that training determines the competency levels of employees which helps in deciding the future of any organization, growing attrition, demands and aspirations of employees all lead a severe challenge for preparing the workforce for attaining future roles. Also an effort is made to understand the role of trainer and other factors good learning.”

“This requires that training professionals should show commitment towards enhancing the value of training. The process if training delivery is mediated by pre and post delivery training factors which have an influence in constructing favorable or unfavorable training climate. This paper addresses all the important issue of training climate and the role played by various stakeholder in developing this.”

“An organization development, action research ‘based approach to the development of a training needs analysis process was taken for the study’s that in the first instance the changes desired in the organization could be modeled and secondly, to learn and understand more about what work and what does not in order to continuously develop and progress the change agenda. In a struck between standardization and customization of the needs analysis progress the change agenda. In a struck between standardization and customization of the needs analysis process to allow for the different structures, subculture and levels of readiness in the organization.”

“Purpose-A Previous study found that the quality of education in cambodia is door compared to other developing countries. However, the working performance of commercial banks in cambodia is high. It was speculated that effective training was the factor underlying this contradiction.

## **FRAMEWORK AND RESEARCH**

### **INTRODUCTION:**

Research methods may be understood as all those methods techniques that are for conduction of research. Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically, in it we study the various steps that are generally adopted by the researcher in studying his research in studying problem along with the logic behind them.

## **MEANING OF RESEARCH:**

Research in common refers to a search for knowledge. Research as a search for knowledge. Research as a scientific and systematic search for pertinent information on a specific topic. Research is an art of scientific investigation. Some people consider research as a movement from the known to the unknown.

## **RESEARCH DESIGN:**

A research design is the specification of method and procedure for acquiring the information needed to structure or to solve problem. It is the overall operational pattern of frame work of the project that stipulated procedures. A research investigation conceived so as to obtain answer to research question and control variance.

## **TYPES OF RESEARCH DESIGN**

**They are:**

- Explorative Research design
- Descriptive Research design
- Diagnostic Research design
- Experimental Research design

### **1. Explorative Research design**

The design of explorative studies characterized by a great amount of flexibility and also versatility. But definition the researcher is involved in investigation on area or subject in which he is not sufficiently knowledgeable to have formulated detailed research questions.

### **2. Descriptive Research design**

Descriptive research design is contrast to exploration research is marked be the prior formulation of specified research questions. The investigation already known's a substantial amount of the research problem, perhaps because of an exploratory study, before the project is initiated. He should be also to define clearly, what he wants to measure and setup appropriate and specific means for measuring it.

### **3. Diagnostic Research design**

Diagnostic studies determine the frequency with which something occurs or its association with something else. Hence, such studies seek to establish relationship between any two or more variable.

### **4. Experimental Research design:**

In an experimental study, the research is expected to create an artificial situation with the view to obtain the relevant data to measure them effectively and accurately.

## **FINDINGS:**

- 48% of the respondents said that highly satisfied that purpose of attending employee for developing skill.
- 74% of the respondents said that excellent the present opinion about training system.
- 56% of the respondents said that highly satisfied the enhance of training productivity performance.
- 50% of the respondents said that always helps career for developing training needs.
- 60% of the respondents said that highly agree the training increase the employee-employer relationship.
- 86% of the respondents said that video training AIDS used in the training program.
- 48% of the respondents said that for knowledge updating that purpose of attending training program.
- 48% of the respondents said that agree that your organization changes the training method according to technology.
- 40% of the respondents said that learning do you understand by training.
- 40% of the respondents said that on the job training the methods under which training method you have trained.
- 84% of the respondents said that vestibule method job training method from the following method which you had underone.
- 50% of the respondents said that HR training are provided for employees.
- 46% of the respondents said that goal achievement training and development helps you to contribute the concern.
- 50% of the respondents said that early quarter the training program conducted by your organization,
- 76% of the respondents said that knowledge improvement training evaluation process.
- 46% of the respondents said that vestibule training the training was more effective for the new comers in the organization.
- 44% of the respondents said that through performance appraisal basis training effectiveness.
- 50% of the respondents said that through job rotation the on-the-job programs conducted in organization.
- 56% of the respondents said that excellent do you feel about this training environment.
- 40% of the respondents said that generalists makes better personnel manager than specialist that the trainer should possess to make the training effective.
- 66% of the respondents said that yes trainer clear your doubts regarding the topic.
- 80% of the respondents said that redesigning the job the conditions that have to be improved during the training sessions.
- 88% of the respondents said that strongly agree the training program helped to increase the productivity.

- 64% of the respondents said that always helps in which way training helps you to build your career.
- 40% of the respondents said that motivation to improve your performance in a better way.

### **SUGGESTION**

Managements find deviations between employee's present specifications and the job requirements and organization needs. Training and development to fill these gaps by developing and molding the employee's skills, knowledge.

Individual analysis is used for training and development assessment, for training and development assessment program they can implement both organization analysis in order to increase effectiveness in the training and development method.

Organization should give proper training to faculties to develop skill knowledge and safety attitude so that training efficiency is improved. Good skills usually result in an increment in both quality of output and it also contributes towards a reduction in the accident rate.

Effectiveness of training is very important to avoid more accidents as they are caused by deficiencies in people in order to avoid accidents the organization has to take steps to give more effectiveness of training has to be evaluated frequently.

### **CONCLUSION**

- ❖ Good training provides employees to develop their personal and organization skills, knowledge and abilities.
- ❖ Good training helps good work condition.
- ❖ Human resource development the most superior workforce so that organization.
- ❖ To achieve good training is need.
- ❖ If aimed to bettering individual and group performance in organization settings.
- ❖ Process that needs to be carried out with sensitivity as people's learning is important to them and the reputation of the organization is also at stake.
- ❖ Achieve for the benefits of all stakeholders or members, including owners, employees customer neighbor's these objectives.
- ❖ The employee's and competencies to maintain and improve the performance.

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