



Training an Effective Tool for Better Utilization of Human Resources

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ABSTRACT

After selecting the employees, the next task of management is to give them proper training. Training is usually undertaken for new recruit as well as for existing man power, which require improved skills in order to advance in the organization. Employees at all levels i.e., managerial, technical and operative levels will require some training at some point of time in their carriers. Therefore, every concern has to arrange some kind of training for preparing workers for jobs and also keeping them acquainted with latest technological advancements. It is a continuous process in all organizations. Hence, in this paper much efforts has been made to discuss about this training programme i.e., its objectives, why these objectives couldn't achieve some times and how effectiveness can be improved by taking number of measures etc.

KEYWORDS: skills Training Effectiveness Performance Competence Productivity Acquainted

Objectives:

The following are the main objectives of this paper:

1. Discussed the various objectives covered under an effective training programme
2. Also discussed why some time these objectives could not achieved though good training programmes are organized
3. Remedial measures for improving the effectiveness of these training programmes also discussed.

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 ability etc. it also gives awareness of the rules and procedure to guide their behavior. Training improves the performance of employees on present jobs and prepares them for taking up new assignments in future. Therefore, the main objective of personnel department should be to maintain the required level of skill and competence of employee in the light of the actual requirements of their jobs. This purpose can only be achieved and fulfilled when the human resources are fully trained and developed. No one is perfectly fit at the time of hiring so good training must take place. This training programme will return values to the organization in terms of increased productivity, heightened moral, reduced costs, greater organization stability and flexibility to adapt to changing environment.

Objectives of training programme:

Training of employees is essential in order

1. To ensure an adequate supply of properly trained employees at all levels of industry.
2. To improve the performance of each employee to the highest attainable level and to develop his potential so that he can take up jobs of higher responsibilities.
3. To attain precision and clarity in the transaction of business.
4. To increase productivity by conceptual skill, imagination and judgment of employees.
5. To reduce scrap rate.
6. To reduce accident rate.
7. To minimize absence.
8. To reduce labour turnover.
9. To reduce fatigue and tardiness.
10. To minimize overtime.
11. To boost employee's morale.
12. To promote cooperation and good relations between workers and management.
13. To reduce cost of product through economic and more efficient use of company resources.
14. To provide knowledge and appreciation of techniques necessary to enable a trainee to do his job.
15. To inculcate a broad understanding of relevant science and technology so that the trainees adjust to the changes in the nature of work.
16. To teach employees the standardized work methods.
17. To inculcate good work habits on the part of employees.
18. To promote team work.

19. To find out whether an employee is suited to the job.
20. To adjust employee's outlook to new needs of new times.

Hence, training must be systematic and organized on the bases of organizational and individual needs. If it is so it will achieve the above objectives for which it has been designed. But unfortunately, sometimes it fails to achieve the objectives because of many reasons which as follows:

- i) Lack of incentive by top management.
- ii) Insufficiency of planning budgets for training programme.
- iii) No adjustment of training in production scheduling.
- iv) Incompetency of trainers.
- v) Lack of trainee's interest.
- vi) Defective design of training programme.
- vii) Minimum use of communication aids.
- viii) Inadequate requirement and feedback.
- ix) Training by external institutes.
- x) Irrelevant and outdated training plans and methods.

The above cases make training unsuccessful and fruitless. However, the things must not be allowed to go astray. Some measures to be implemented to make training more effective and efficient.

Measures Required

i) Knowledge and Attitudes: Every employee should be made adequately knowledgeable about the system and materials of the organization. However, it is not end in itself but is must be directed to create right attitudes towards management policies. In many training programmes, the creation for right attitudes is very essential for the development of people.

ii) Conformity of training with objectives: Training must be relevant and be made on the basis of requirement of the particular department. It must be in line with policy and aims of the department which it serves. On the bases of job-requirements, and audit of personal needs coupled with operational requirements must be conducted to determine the specific training needs of individual employees.

iii) Rewards and incentives linked with training: Rewards and incentives act as a stimulus for the trainees to satisfy their financial as well as social needs. The management should give sufficient information about the rewards whether monetary or non-monetary to the trainees. The trainees should be helped to see the need for training by making them aware of the personal benefits which they can achieve through better performance. As the trainees acquire new knowledge and skill and applies them in job situations, they should be significantly rewarded.

iv) Continuous participation: The training programmes should be planned in such a manner that it is related to trainee's previous experience and background. The background should be used as a foundation for new development and new behavior. This is only possible when training is considered as never ending process which never ceases in an organization. To ensure the continuity the process of direction, cor-

rection and improvement in performance, training must arouse active interest and willingness to cooperate.

v) Support of top Management: There should be favorable attitude of the top management to the day to day process of the managerial cadres as well as operative level of the training programme. So the support of upper level management should be source of inspiration and confidence for better results.

vi) Flexibility of combination of training Methods: The various methods of training have their relative merits and demerits. Nobody can claim one method as a best method. According to the suitability of the method and the training needs, it must be decided which is the appropriate methods for a specific training programme. Therefore, flexibility should be allowed in choosing and judging the kind of training programme and rate of the progress in the training programme.

vii) Trainees Involvement: Training programme must be directed to fulfill certain basic needs of individuals in an organization so that they can prove to be better suited for the discharge of their present as well

as future responsibilities. So, the personal involvement or participation of the trainee should be encouraged through the training programme. They should be provided with the opportunities to practice in the newly needed behavior norms. It is only possible when involvement proper listening, participation and reinforcement are encouraged by the top management

viii) Regular Feedback: For most fruitful and effective results, the trainee should be provided with regular, constructive feedback concerning his progress in training and implementation of the newly acquired abilities. The period of training must be designed according to job requirements. The trainees should be provided with personal assistance when he encounters learning obstacles.

Conclusion: Thus, such measures can be of great help in up gradation of skills and tuning the competence and skills of the employee to the present as well as future requirements. The obsolescence which has become great threat in the process of development of most of the organizations can be only avoided if training programmes are made effective and relevant in the light of the above suggestions.

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