

Training & Development in An Organizational Development- An Overview



Management

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ABSTRACT

Training and development of employees is critical in organizations in this era of competition due to the fact that organizations need to survive, grow and develop. Consequentially, training and development has become an issue of strategic importance. Although many scholars have conducted research on training and development practices in organizations in both developing and developed economies, it is worth mentioning that most of the research has concentrated on the benefits of training in general. There is however, limited focus on evaluation of training and development practices in organizations and yet, training and development of employees is critical for the survival and growth of any entity.

Human resource training and development (HR T&D) in manufacturing firms is a critical aspect of the development of a knowledge-workforce in Malaysia. The objective of this study is to examine challenges to the effective management of HR T&D activities in manufacturing firms in Malaysia. In order to achieve this objective, in-depth interviews were conducted with 58 HR managers managing employees' training and development, employing a purposive or judgmental sampling technique. The study revealed three major challenges to the effective management of HR T&D. These include a shortage of intellectual HRD professionals to manage HR T&D activities, coping with the demand for knowledge workers and fostering learning and development in the workplace. It is hoped that the findings of this study will provide HR professionals with a clear understanding and awareness of the various challenges in managing effective HR training and development. Hence, relevant and appropriate policies and procedures can be developed and implemented for an effective management of HR T&D.

INTRODUCTION:

Training and development play an important role in the effectiveness of organizations and to the experiences of people in work. Training has implications for productivity, health and safety at work and personal development. All organizations employing people need to train and develop their staff. Most organizations are cognizant of this requirement and invest effort and other resources in training and development. Such investment can take the form of employing specialist training and development staff and paying salaries to staff undergoing training and development. Investment in training and development entails obtaining and maintaining space and equipment. It also means that operational personnel, employed in the organization's main business functions, such as production, maintenance, sales, marketing and management support, must also direct their attention and effort from time to time towards supporting training development and delivery. This means they are required to give less attention to activities that are obviously more productive in terms of the organization's main business. However, investment in training and development is generally regarded as good management practice to maintain appropriate expertise now and in the future.

The relevance of occupational psychology to training and development:

Contributing to training has long been one of the main concerns of occupational psychology – this is not surprising given that training involves *learning* and that learning is a central issue in psychology. Training is one of the core skills of occupational psychology. People with qualifications in and experience of occupational psychology have been employed in different capacities in training and development roles in government organizations, private companies and consultancy groups.

The discipline offers many benefits and perspectives to help resolve training issues and problems and has also been at the root of many methods and techniques that have now become part of the routine practices within human resource management. Training specialists must be alert to the wider issues regarding the problems presented to them and need the skills and confidence to deal with them. They must understand how training fits into the wider organiza-

tional context. An occupational psychology perspective is extremely beneficial in helping the practitioner to understand how training relates to other interventions aimed at improving job performance.

Opportunities of employment in training and development:

Governments have traditionally played a significant role in the promotion and development of occupational psychology with regard to training, because of their responsibilities for employment, military, health and other services. People with an occupational psychology background have been employed directly by governments in areas such as job training, military training and health and safety. Government agencies have also been a major sponsor of training research and development; such investment has often provided the major underpinning of developments in this area.

Governments can also affect the impetus for change in organizations through legislation, taxation, and the general health of the economy, which in turn can create more disposable income to create new demands for products and services, affect the supply of raw materials and services, or put such pressure on consumers that markets are adversely affected. Also, government initiatives can affect health and safety requirements, fiscal issues, competition laws, and ecological concerns, working with new technology and employment practices. Such changes prompt new ways of organizing and delivering these products and services, creating new training needs.

LITERATURE REVIEW:

TRAINING AND DEVELOPMENT:

According to the Michel Armstrong, "Training is systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job". (Source: A Handbook of Human Resource Management Practice, Kogan Page, 8th Ed., 2001).

According to the Edwin B Flippo, "Training is the act of increasing knowledge and skills of an employee for doing a particular job."(Source: Personnel Management, McGraw Hill; 6th Edition, 1984)

The term 'training' indicates the process involved in improving the aptitudes, skills and abilities of the employees to perform specific jobs. Training helps in updating old talents and developing new ones. 'Successful candidates placed on the jobs need training to perform their duties effectively'. (Source: Aswathappa, K. Human resource and Personnel Management, New Delhi: Tata Mcgraw-Hill Publishing Company Limited, 2000, p.189)

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

- **Individual Objectives** – These objectives are helpful to employees in achieving their personal goals, which in turn, enhances the individual contribution to the organization.
- **Organizational Objectives** – Organizational objectives assists the organization with its primary objective by bringing individual effectiveness.
- **Functional Objectives** – Functional objectives are maintaining the department's contribution at a level suitable to the organization's needs.
- **Social Objectives** – Social objectives ensures that the organization is ethically and socially responsible to the needs and challenges of the society. Further, the additional objectives are as follows:
 - To prepare the employees both new and old to meet the present as well as the changing requirements of the job and the organization.
 - To prevent obsolescence.
 - To impart the basic knowledge and skill in the new entrants that they need for an intelligent performance of a definite job.
 - To prepare the employees for higher level tasks.
 - To assist the employees to function more effectively in their present positions by exposing them to the latest concepts, information and techniques and developing the skills they will need in their particular fields.
 - To build up a second line of competent officers and prepare them to occupy more responsible positions.
 - To ensure smooth and efficient working of the departments.
 - To ensure economical output of required quality.

Importance of Training and Development in an Organizational Development:

Training and career development are very vital in any company or organization that aims at progressing. This includes decision making, thinking creatively and managing people. Training and development is so important because-

- Help in addressing employee weaknesses
- Improvement in worker performance
- Consistency in duty performance
- Ensuring worker satisfaction
- Increased productivity
- Improved quality of service and products
- Reduced cost.
- Reduction in supervision.

Objective of the Study T&D

The Major objective of the study is to analyze the role of training and development in an organization development. The following are the specific objective of the study.

1. Training and development helps in optimizing the utilization of human resources.
2. Training and development helps in increasing the pro-

ductivity of the employees.

3. Training and development helps in creating a better corporate image.
4. Training and development helps in inculcating the sense of team work, team spirit, and inter-team collaborations.
5. Training and development helps in improving the health and safety of the organization thus preventing obsolescence.

Approaches to T&D

- **Reactive Approach:** The traditional approaches to training can be generally termed as reactionary, driven by tactical delivery of technical skills in bricks and mortar, classrooms trainings and where training is seen as an event oriented activity.
- **Proactive Approach:** In the learning organization this approach aligns all learning activities with the corporate business strategy, and its focus is on developing competencies.
- **Active Learning Approach:** In this approach, trainees play a leading role in learning by exploring issues and situational problems under the guidance of their facilitator. The trainees learn by asking thought provoking questions, searching for answers, and interpreting various observations made during the process. The active learning approach has its lasting impact on learning since it helps in long-term retention and finding better solutions in the challenging situations. In today's fast paced world, continuous learning is essential to success. Individuals need to learn to succeed in life and at work. Companies need to ensure their employees continue to learn, so they can keep up with increased job demands and so the company can gain or maintain competitive advantage.

Discussion

Training and Development:

Identification of Training and Development Needs: Managers are expected to discuss training and development needs with each of their staff at least annually as part of the Performance Review and Planning process. The training and development needs of staff newly appointed to their positions should be discussed within four weeks of their taking up the position, whether or not they are new to the organization.

Internal Training and development Sessions: The Training and Development Unit organises training for staff on all campuses sites and can set up specific sessions to meet identified needs for a department or section group of departments, or occupational group. Computing Services also administers an ongoing programme of courses for staff and other organization sections and departments offer training sessions for staff as needs arise.

External Training and Development: Organization sponsored staff attending external courses from time to time the organization may decide to send staff to specific external courses. Depending upon the nature of the course and the time frames, nominations may be sought by the Director Training and Development from appropriate managers. Representation will be decided by the Nominations subcommittee of the Training and development Advisory Committee in accordance with the criteria outlined below. Fees (and approved travel and accommodation where applicable) will generally be met from the centralized training budget. Any other incidental costs are the responsibility of the nominating department or section. Staff members supported from this budget are generally expected to submit

a brief report to the Director, TDU, and where appropriate, may be expected to pass on the knowledge and skills gained to a wider group, for example through seminars or workshops.

Training and Development Its Role in Achieving Organization:

Is investment in the area of training and development linked to the bottom line within the business. Increasingly, high performing organizations today are recognizing the need to use best training and development practices to enhance their competitive advantage. Training and development is an essential element of every business if the value and potential of its people is to be harnessed and grown. Many studies have highlighted the clear links between well designed and strategic training and development initiatives and the bottom line within the business. The image of an industry and of individual employers is also influenced by the extent and quality of staff training and development. Potential employees in such an open labour market will assess the track record of prospective employers in this vital area. Career Progression and development is an increasingly attractive or even basic requirement for many such employees. In today's business climate where all industries are experiencing staff and skills shortages, companies are faced with stiff internal and external competition for quality employees. Each employer who invests seriously in the area of training and development will reap the benefits of an enriched working environment with higher levels of staff retention as well as increased productivity and performance.

Training and Development Goals in an organizational development:

The types of training and development goals identified will depend on the personal and organizational objectives identified through the strategic planning process and the agreed appraisal procedure. In any event the goals shall, as a minimum standard, take account of the following.

- The mission
- The Values
- The strategic objectives of the college
- Equal Opportunities Policy
- Requirements for core competencies
- Continuing personal and professional development
- Requirements for professional and vocational qualification in further education
- Requirements for professional, vocational

T&D Analysis and Findings:

The analysis of the T&D research revealed that HR's role is to establish and implement a high-level roadmap for strategic training and development. The strategic positioning of training and development directly promotes organizational business goals and objectives, and thereby enhancing organizational performance. The findings emerged as a result of survey are discussed as under:

1. Organizations must focus on continual learning and job trainings.
2. Good training must provides opportunities to learn and grow.
3. Employee Performance is augmented through competitive advantage.

Conclusion:

In India, many companies other than multi-nationals are not meeting the employee demands with reference to training and development and ultimately the gaps found in the required skills vis-a-vis attained skills have become so wide

that inter-relationships of training and performance are badly disturbed. There is still a big gap between the knowledge and skills imparted and acquired in the institutions and its applications as seen in the industrial environments. Due to this gap, companies now feel that there should be a close liaison between such institutions and the industry so that employee development programs are made more purpose oriented. There are training institutions which offer customized as well as off-the-shelf programs based on their client's business operations but yet, there is much to be improved. Therefore, training and development cannot be disconnected from the business activities of the organizations; on the contrary, this is the area that clearly illustrates positive relationships between training activities and the organizational performance.

In particular it is recognized that an effective training and development policy can be a crucial factor in addressing inequalities in employment in relation to race, gender and disabilities. It is recommended that organization produce a training and development plan, the aim of which shall be to empower all employees to carry out their roles to the highest standards, and deliver high quality services to customer. In these guidelines, training and development are broadly defined as those activities aimed at raising the standards of employee practice and thus lifting the quality of the employees, and customers learning and organization experiences.

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