



## TRAINING AND DEVELOPMENT: AN ESSENTIAL NEED OF EMPLOYEE

### Management

Neetika Tiwari\*

\*Corresponding Author

### ABSTRACT

In this growing phase of the economy of world, there is a continuous change in the strategy, innovation, skills in the organisation. Since, the organisation is dynamic in nature there is a need of regular improvement and advancement in the skills of employees in the organisation. With this concern the human resource department of the organisation stresses on developing and training its employees in the organisation to meet the current work standards and work together to achieve the organisation goal of profit maximisation.

Training and Development enhances the skill and ability of an employee which helps him/her to present his/her full potential.

This article will highlight the meaning of training and development in the organisation, the need of enhancing the skills of an employee, type of training that has to be provided to employee based on his present scenario.

Further the paper will also deal in the management development concept and various important concerns like career planning and development, succession planning, compensation of employees and their job evaluation.

Training and Development are one of the main and important concepts in the field of HR management as the output of the organisation is based on the input of its employees.

### KEYWORDS

#### TRAINING AND DEVELOPMENT: INTRO

In this era where everything is moving ahead in the direction of growth and expansion, one needs to be updated to survive and compete in the long run.

This statement is extremely true in the context of an organisation. The corporate world keeps on updating with new innovations, technologies, skills, etc.,

Therefore, it's necessary for the people in the organisation to upgrade themselves according to the environment to survive and compete in this cut-throat competition.

For this reason the burden of enhancing the skills of employees in the organisation is taken by the organisation itself. The HR department of the organisation introduced the concept of Training and Development for its employees to enhance the skills and create an edge among the employees of the organisation.

Most often people consider that training and development have same meaning but it's not true both of these terms differ from each other but are used together.

“Jack Halloran: **Training** is the process of transmitting and receiving information related to problem solving”.

“Mathis and Jackson: **Training** is a **learning** process whereby people learn skills, concept, attitudes and knowledge to aid in the achievement of goals.”

In simple words we can say that, training is the enhancement of skills in the employee whereas development is the process that creates growth, positive change for a long term.

“**Development** means improvement in country's economic and social conditions. More specially, it refers to improvements in way of managing an area's natural and human resources. In order to create wealth and improve people's lives.”

Training and Development has lots of importance in an organisation as:-

- Optimum utilisation of human resource.
- Development of human resource.
- Enhancement in skills of employees.
- Increased productivity.
- Boost team spirit.
- Improves organisations culture and climate.
- Improves quality of work in the organisation.
- Creates healthy working environment.
- Boost morale of employee.
- Enhance the image of the corporate.
- Increase profitability in the organisation.

- Develops leadership and communication skills in the employees. Now the question arises what is the need of training and development in the organisation?

There are lots of factors that contribute in the training and development of the employees in an organisation but the two biggest factors that contribute its need are as follows:-

#### 1. CHANGE:-

This words itself covers everything. One of the biggest factor that, it contributes to the need of training and development in the organisation. More precisely, it is the technology that drives the need changing the way the business function, compete and deliver.

#### 2. DEVELOPMENT:-

Development is one of the strongest reason for training and development for an organisation. Working for money in an organisation fails in the 21<sup>st</sup> century.

Today people work to seek more than just employment in the organisation. They need self development and self awareness to showcase their potential to the world.

The above has led to the designing of training programs:-

1. Identification of training needs.
2. Setting training objective.
3. Organising the training program.
4. Evaluating the training.

There are various types of training that an organisation provides to its employees according to the requirement which maybe on the job training or off the job training.

- INDUCTION AND ORIENTATION TRAINING
- SAFETY TRAINING
- REMEDIAL TRAINING
- APPRENTICESHIP TRAINING
- INTERNSHIP
- REFRESHER TRAINING
- PROMOTIONAL TRAINING
- JOB TRAINING

Now the topic is management development which is again an essential concept for an organisation.

“**Management development** is a process of increasing efficiency and changing behavioural pattern or mentality toward particular issues for the achievement of organizational objectives.”

In simple words we can say that management development is a process to train and enhance the skill of an individual manager or executive so that he can work and learn to manage the number of workers under him in the organisation.

#### Objectives Of Management Development:-

1. To ensure availability of competent managers in the organisation.

2. To ensure optimum utilisation of human resource in the organisation.
3. To prepare present employees for higher assignments in future.
4. To replace the retiring executives with young talents.
5. To promote progress and productivity in the organisation.

#### TECHNIQUES OF MANAGEMENT DEVELOPMENT:-

##### 1. On The Job Training:-

Here the training is provided to an individual within the organisation where he/she learns and completes his/her job side by side.

- Specified coaching
- Mentoring
- Job rotation
- Job instructional training
- Understudy
- Apprenticeship

##### 2. OFF THE JOB TRAINING:-

Here the training is provided to an individual for specific time duration outside the organisation.

- Special lectures and workshops
- Simulation
- Vestibule training
- Case study
- Role playing
- Management games
- Sensitivity training.

Now let us move on to the one of the most of the important term which is career planning and career development.

#### CAREER PLANNING:-

It generally involves getting to know who you are, what you want, what you can do and how to get there.

It is a continuous process that allows a person to move from one stage to another stage of life.

##### PROCESS OF CAREER PLANNING:-

- Identifying the individual need and aspiration
- Analysing the career opportunities
- Aligning needs and opportunities
- Action plans and periodic review

Career planning not only involves career opportunities but focuses on individual development in the organisation. Therefore, it is the duty of the organisation to help its employee in career planning so that both of them can satisfy each other.

#### CAREER DEVELOPMENT:-

They are the series of ongoing process of developing one's career. It involves training on new skills, moving to higher job responsibilities, making a career change within the same organisation or outside the organisation.

Every employee in the organisation is looking ahead for career development in the right direction. Career development helps an individual to move in the right direction and achieve goals in one's career.

#### FACTORS THAT INFLUENCE CAREER DEVELOPMENT:-

- Personal traits and characteristics of individual
- Skills and knowledge
- Physical abilities
- Social and economic factors

#### SUCCESSION PLANNING:-

It is the process developing talent in the organisation when the key employee or the executive leave, retire, die or is fired from the organisation. It is relevant to all companies whether small or large, profit or not for profit organisation.

This planning process role is to create a succession pipeline of eligible human resource at the time of need. It is highly effective at the time of critical need and is essential for long term growth in the organisation.

Now let us move on to the concept of compensation which is essential

from the point of view of the organisation as well as for its employees.

#### COMPENSATION:-

Compensation is the wide range of rewards given to employees in the organisation for rendering their services which may or may not be in monetary terms.

#### COMPONENTS OF COMPENSATION:-

##### • BASE COMPENSATION:-

It consists of the basic pay in the form of wages or salaries given to employees for rendering their services in the organisation.

##### • ALLOWANCES:-

It is a sum of money paid by an employer to an employee to meet needs and expenses apart from the basic salary.

1. Dearness allowance
2. Transportation allowance
3. House rent allowance
4. Communication allowance
5. City compensatory allowance
6. Other allowances

##### • FRINGE BENEFITS:-

It is an extra benefit given to an employee which may be monetary or non monetary in nature. It can be intra mural or extra mural in nature.

#### FORMULA FOR CALCULATING COMPENSATION:-

BASIC PAY

+DEARNESS ALLOWANCE

+TRANSPORTATION ALLOWANCE

+HOUSE RENT ALLOWANCE

+COMMUNICATION ALLOWANCE

+CITY COMPENSATORY ALLOWANCE

+OTHER ALLOWANCES

=GROSS SALARY

-INCOME TAX

-PROVIDENT FUND

=NET SALARY OR SALARY IN HAND

Now let us move on the last topic of this article which is job evaluation.

#### JOB EVALUATION:-

It refers to the rating of the job in the organisation. It determines the value or the worth of the job in the organisation. PROCEDURE OF

#### JOB EVALUATION:-

1. PRELIMINARY STAGE
2. PLANNING STAGE
3. ANALYSIS STAGE
4. INTERNAL EVALUATION STAGE
5. EXTERNAL EVALUATION STAGE
6. DESIGN STAGE
7. GRADING STAGE
8. DEVELOPING AND MAINTAINING STAGE

Job evaluation helps to adjust the salary, manage the candidates and pool the talent in the organisation.

Coming towards the end of the article we can conclude that the role of human resource management is extremely crucial for smooth functioning of the organisation. Enhancing the skills of an employee and creating a satisfactory environment for them leads overall gain in the organization.