



The Role of Training in Human Resource Development

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ABSTRACT Organizations are transforming in a swift manner, the employees have to be changed according to the transformations of the organizations for getting better output. Proper Training and Developmental activities in the organizations are needed which leads to good Human Resource Development in the organizations. Today organizations are spending huge amounts for planning of T & D activities. Such T & D activities will result in good yields of the organizations. Proper planning, implementing and evaluating the Training and Development programs are the important steps in T & D activities. The present study focuses on the aspects of how the T & D activities are influencing the satisfaction level and rankings of the employees in terms of aspects of T & D activities. The study comprises the samples who are employees of certain cement factories. The results revealed that there is a significant difference between the employees who are provided with the Training in the aspects of motivation, morale, learning attitudes and satisfaction levels in the organization.

KEYWORDS

Introduction

The organizations will have different resources, among those, Human Resource is considered to be very different as it is only resource which has life. Hence development of Human Resources improves organizational goals in a different manner. The organizations need to focus more on Human Resource Development. The HRD can take a major leap with good Training and Development policies in the organizations. Hence the T&D has become crucial for any organization.

Training is a very important aspect in Human Resource Development. The three main aspects involved in the Training are Skills, Knowledge and Attitude. Training is being used as a tool, it is upgrading Human Resource in some organizations as a design and in many others by default.

According to *Edwin B. Flippo*, Training is the act of increasing the knowledge and skills of an employee for doing a particular job. Training involves the development of skills that usually necessary to perform a specific job. Its purpose is to achieve a change in the behavior of those trained and to do their jobs better. Training is necessary for new employees to them more productive also to existing employees whenever new machines, equipments and procedures are introduced. In fact, training is a continuous process.

Training consists of 8 letter TRAINING, which can be expanded as

- T- Talent and Tenacity
- R-Reinforcement
- A-Awareness
- I-Interest
- N-Novelties
- I-Intensity
- N-Nurturing
- G-Grip

Need for Training :

- To match the employees skills with the job requirements and organizational needs
- To know the organizational complexities
- To have better Human Relations
- To learn new aspects whenever the job has been changed
- To understand organizational viability and the transformation process

- Quality and productivity of the employees will increase with the T&D

Training and Development caters needs of different parties and objectives of different parties. Such as

- **Individual Objectives** – help employees in achieving their personal goals, which in turn, enhances the individual contribution to an organization.
- **Organizational Objectives** – assist the organization with its primary objective by bringing individual effectiveness.
- **Functional Objectives** – maintain the department’s contribution at a level suitable to the organization’s needs.
- **Societal Objectives** – ensure that an organization is ethically and socially responsible to the needs and challenges of the society.

There are different Training methods available. They are on-the-job training methods and off-the-job training methods

On the job Training methods	Off the job Training methods
Job Rotation	Vestibule training
Job Instruction	Role playing
Committee Assignment	Case study
Apprenticeship and coaching	Simulation
	Management games
	In basket exercise
	Self study
	Lecture and Video presentation

Development, in contrast, is considered to be more general than training and more oriented to individual needs in addition to the organizational needs and it is the most often aimed towards management of people. Training is a short run process which will have a specific tenure of duration but the Development is a continuous ongoing process which does not have any end time or limiting time.

Research Methodology
Need for the study

Rapid development in Technology and changing goals of organization has made training and development of employees inevitable. It has now been well accepted by all that training is needed by everyone in organization from top to bottom. However this study is mainly concentrated on the aspects like

need assessment of training, attitude and behavior of employees, methods of training effectiveness of training etc. However, studies on knowledge and perception of the employees about the different training programs and the effectiveness of the training in their opinion appear to be somewhat sparse.

Objectives of the study

- To study the influence of T&D facilities in the performance of the employees
- To rank the benefits which the organization can derive from the T&D facilities provided to the employees

Limitations of the study

- The present study is limited to the employees who are in cement industry only
- The study is conducted under certain assumptions that the information provided by all the respondents is unbiased.

Research type : Empirical

Data Sources : Primary and Secondary

Data Collection tools : Observation and Personal interview

Data Collection instrument : Well Structure questionnaire

Sample size : 50

Sample type : Convenience

Analytical tools : Percentage method, and Chi-square analysis

Data Analysis

A Well structure Questionnaire has been distributed to the selected employees in various cement companies in Andhra Pradesh according to the convenience and the data has been extracted from them for the purpose of the present study, the collected data has been analyzed with the help of various methods like percentage method, ranking method and the hypothesis has been tested with the help of Chi-Square analysis.

The observations are tabulated as per below.

Table showing employees expectations and Ranking with the aspects of Training and Development

Benefits	High	Medium	Low	Rank
Aware of company policies	20	18	02	I
Aware of Job	25	10	02	II
Improve in skills, knowledge and attitude	26	12	02	I
Motivation	20	20	-	I
To face new technology	22	18	-	I
Idea generation	22	14	02	III
Problem solving	29	08	-	IV
Aware of other dept's work	10	15	08	V

(Source-Questionnaire and oral interview)

Inference : From the above table, it could be inferred that, most of the employees except good benefits from the Training & Development like aware of company policies, improve in skills, knowledge & attitude, motivation and to face new technology etc.

Table showing Chi-square analysis

Ho= There is no significant relationship between employees

performance and their T&D facilities in the organization

Ha=There is significant relationship between employees performance and their T&D facilities in the organizations

T & D needed / Performance	Yes	No	Total
Good	5	10	15
Poor	15	20	35
Total	20	30	50

(Source-Questionnaire and oral interview)

**Degrees of freedom : $(R-1)*(S-1)$
 $(2-1)* (2-1)$
1**

S.No	Oij	Eij	$(Oij-Eij)^2$	$(Oij-Eij)^2/Eij$
1	5	6	1	0.166
2	10	9	1	0.111
3	20	14	36	2.571
4	15	21	36	1.714
Total				4.562

Inference : At 5% confidence level, chi-square table value is 3.84. As the calculated Chi-Square value is greater than the book value, the Null hypothesis is rejected and alternative hypothesis is accepted. Hence, there is significant relationship between employees' performance and T&D facilities in the organization.

Conclusion

The Companies are implementing modern training methods to help in boosting the self morale of the employees at work places. The present analysis also revealed the same factor, i.e. there is a significant relationship between the employees' performance and the T&D in the organizations. If the employees were provided with the better T&D opportunities, they would learn the new procedures and they perform well in their jobs.

It is also concluded that the T&D facilities will be majorly influencing the Motivation, Morale level of the employees, improves attitude, knowledge and behavior of the employees and also helps in knowing the new technologies.

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