

Needs of Training in current scenario and its impact on organization along with employees

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ABSTRACT

Employees are major chattels of every organization. Training is a highly valuable tool that can bring an employee into a position where they can do their job correctly, effectively, and conscientiously. Training is the act of increasing the knowledge and skill of an employee for doing a particular job. Training not only helps to employee but it's also benefits to organization also. So, every organization needs to study the role, importance and advantages of training and its positive impact on development for the growth of the organization Thus, employee training and development programs are important aspects which are needed to be studied and focused on. This paper focuses and analyses of training it's the literature, need of training and development and its positive impact on the employees and organization.

Introduction

Training is considered as the process of upgrading the knowledge, developing skills, bringing about attitude and behavioral changes, and improving the ability of the trainee to perform tasks effectively and efficiently in organizations (Wills, 1994; Palo et al, 2003; Robert et al, 2004). Training plays significant role in achieving organizational objectives by keeping in view the interest of employees and organization (Stone J.R. human resource 2002). To achieve the organizational goals employee performance is important that depends on a variety of factors. But training receives high importance as it improves the skills, capabilities, confidence and Competencies. There is no doubt that a well-trained and developed staff will be a valuable asset to the company The employees who have more on the job experience have better performance because there is an increase in the both skills & competencies because of more on the job experience. Training can only be executed when it has been determined which employees should receive training and what their current levels, knowledge and skills. Today most of the organizations have built up different programs for the training and development of their employees. A perfect employee training and development program must be the mixture of knowledge, career development and goal setting. Training is positively effects on the employee performance of the employees. Training proves to be a parameter for enhancing the ability of the

workforce for achieving the organizational objectives. Good training programs thus result in conquering of the essential goals for the business. As the process of 'increasing one's capacity to take action, organizations are now increasingly becoming particular with organizational learning and therefore collective development. Training and development programs play a vital role in every organization. These programs improve Employee Performance at workplace, it updates Employee Knowledge and enhances their personal Skills and it helps in avoiding Managerial Obsolescence.

Training:

Training includes 'soft' skills such as software training, management training. Training is a learning experience which has a capacity to make positive changes and reach up to the desired objectives of the organization .the purpose of any training program me is to provide instruction and experience to new employees to help them reach the required level of performance in their jobs quickly and economically. For the existing staff, training will help develop capabilities to improve their performance in their present jobs, to learn new technologies or procedures, and to prepare them to take on increased and higher responsibilities in the future.

Development:-

Employee Development Programs are designed to meet specific objectives, which contribute to both employee and organizational effectiveness. There are several steps in the process of management development. These includes reviewing organizational objectives, evaluating the organization's current management resources, determining individual needs, designing and implementing development programs and evaluating the effectiveness of these programs and measuring the impact of training on participants quality of work life

Definitions of 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".

According to the Edwin B Flippo, "Training is the act of increasing knowledge and skills of an employee for doing a particular job."

LITERATURE REVIEW:

Thomas Andersson (2010) Management training is totally based on the idea that management concerns the achievement of competencies ,techniques and personal awareness, while managerial practice is more liquid and contextually based. Lastly in this the author describe about the importance on the role of management training in providing templates for "how to be a manger

Khan, et al (2011) says that management get the desired results of given tasks by giving them effective training and development programs. Research applications discovered that training become major force which support the results organization can increase and maximize the progress and productivity level as well as quality of work done by team members.

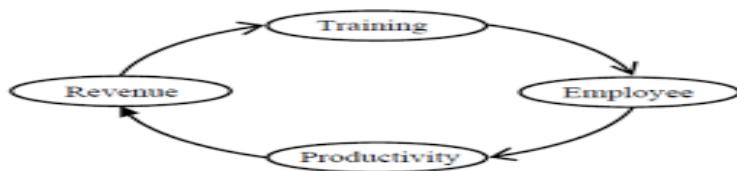
Muhammad Zaid Iqbal ET. Al (2011) attempted to show the use of training valuation. He has carried out a study at three public-sector training institutions to empirically test the predicted relationship between the training characteristics and formative training evaluation under the 'Kirkpatrick model' (reaction and learning). The study accomplished with areas of future

research emphasizing on linking determining evaluation with collective one i.e. Behavior and results.

Karthik R (2012) Training objectives tell the trainee that what is expected out of him at the end of the training program. Training objectives are of great importance from a number of stakeholder perspectives; Trainer, trainee, designer, evaluator.

Nda & et al, (2013) pointed out training has become necessity in the competitive era. Human resources distinguish a competitive organization from others. Organization wants to get both short and long term advantage by putting their investment in proper training programs. Workers have become unconditional, developing the desire to learn continuously and stimulating the abilities and advance information by the competitive environment due to rapid change in technology and structure of organization. So organization understands the critical requirement for managing proper investment on training to get the maximum return by enhancing employee performance. In extensive competition human capital consider more significant asset for all firms. So training plays an important function to the progress and performance of employees.

Need for Training:



Every organization should provide training to all the employees irrespective of their qualifications and skills.

The need for training arises because of following reasons:-

1. Environmental changes:

Mechanization, computerization, and automation have resulted in many changes that require trained staff possessing enough skills. The organization should train the employees to enrich them with the latest technology and knowledge.

2. Organizational complexity:

With modern inventions, technological up gradation, and diversification most of the organizations have become very complex. This has aggravated the problems of coordination. So, in order to cope up with the complexities, training has become mandatory.

3. Human relations:

Every management has to maintain very good human relations, and this has made training as one of the basic conditions to deal with human problems.

4. To match employee specifications with the job requirements and organizational needs:

An employee's specification may not exactly suit to the requirements of the job and the organization, irrespective of past experience and skills. There is always a gap between an employee's present specifications and the organization's requirements. For filling this gap training is required.

5. Change in the job assignment:

Training is also necessary when the existing employee is promoted to the higher level or transferred to another department. Training is also required to equip the old employees with new techniques and technologies.

Impact of Training:

Training of employees and managers are absolutely essential in this changing environment. It is an important activity of HRD which helps in improving the competency of employees. Training gives a lot of benefits to the employees such as improvement in efficiency and effectiveness, development of self-confidence and assists everyone in self-management.

The stability and progress of the organization always depends on the training imparted to the employees. Training becomes mandatory under each and every step of expansion and diversification. Only training can improve the quality and reduce the wastages to the minimum. Training and development is also very essential to adapt according to changing environment.

Positive impact of training in an organization:

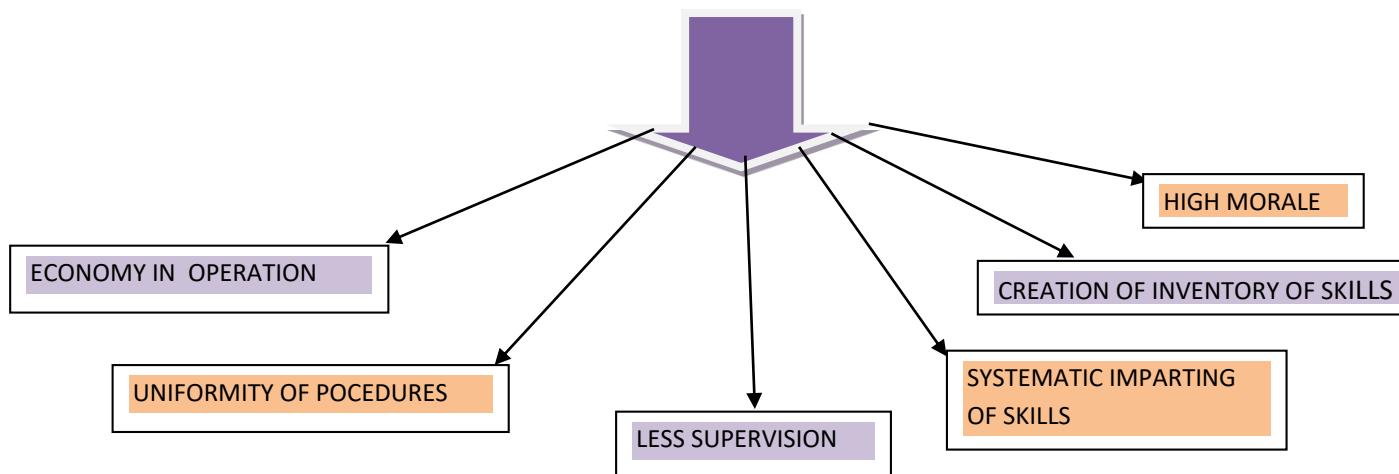


Figure: 1 Positive impact of training in an organization

- **ECONOMY IN OPERATION:** - Trained personnel will be able to make better and economical use of material and equipment's and wastage will be low. Microsoft, and

General Electric Company are entirely large effective organizations, and these organizations realize training opportunities as an investment (Kleiman 2000).

- **UNIFORMITY OF PROCEDURES:** - With help of training, the best available method of work can be standardized will make high levels of performance rule rather than the exception.
- **LESS SUPERVISION:**-If the employee is given proper training, the responsibility of supervision is lessened .training does not eliminate the need for supervision, but it reduces the need for detailed and constant supervision.
- **SYSTEMATIC IMPARTING OF SKILLS:** - A systematic training program help to reduce the learning time to reach the acceptable level of performance .the employees need not learn by trial and error by observing other and waste time if the formal training programme exists in the organization.
- **CREATION OF INVENTORY OF SKILLS:** - When totally new skills are required by an organization,it has to face great difficulties in employment. Training can be used in spotting out promising men and in removing defects in the selection process .it is better to select and train employees from within the organization rather than seek the skilled employees from outside sources.
- **HIGH MORALE:**-The moral of employees is increase if they are given proper training .a good training programme will mold employees attitude to achieve support for organisational activates and to obtain greater cooperation and loyalty .with the help of training dissatisfaction ,complaints ,absenteeism and turnover can be reduced among the employees.

Positive impact of training on employees:-

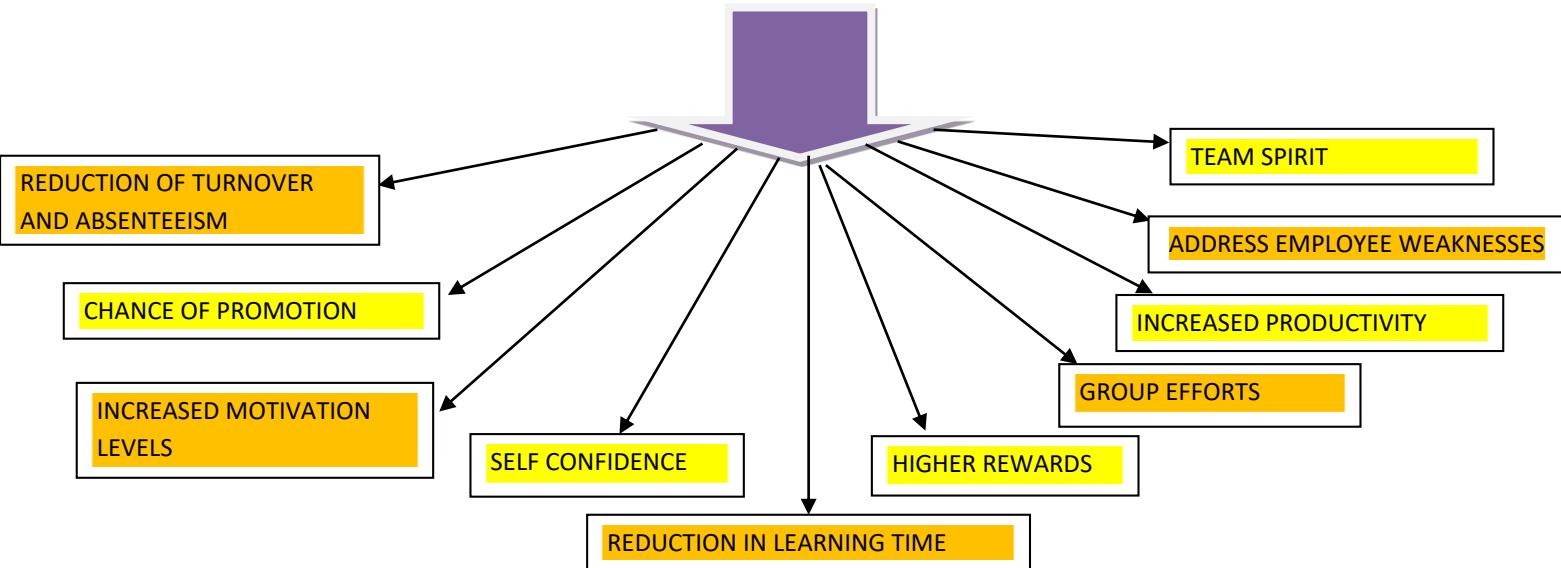


Figure: 2 Positive impact of training on employees

- **REDUCTION OF TURNOVER AND ABSENTEEISM:** - Employee turnaround costs time and money .training create a feeling of confidence in the minds of the employees .it gives them a security at the workplace. As a result, labor turnover and absenteeism rates are reduced.
 - **CHANCE OF PROMOTION:-**Effective training programmes increase performance and increase the chance of obtaining promotion .many employees even opt for certain programmes so that they can help the employees to improves his chance of promotions and obtaining higher position in the organization.
 - **INCREASED MOTIVATION LEVELS:-**Training brings positive attitude among employees and increase the motivational level of the employee in the organization there by improving the result of the organization.
 - **SELF CONFIDENCE:-**Training leads to increase in employees self -confidence. The person is able to adjust to his work environment and doesn't feel humiliated in front of his seniors .this confidence leads to chances of better efforts in the future from the employees.
 - **REDUCTION IN LEARNING TIME:** - Systematic training through trained instructors is essential to reduce the training period .If the employee learn through trial and error, they will take a longer time and even may not be able to learn right methods of doing work .Here training takes care of all these things in a compact manner and reduces the time frame of self -learning significantly.
 - **HIGHER REWARDS:** - An effective training programme helps an employee to take the benefits of their wards systems and incentives available in the company .thus the employee is able to get these rewards, which in turn increase hi motivation levels.
 - **GROUP EFFORTS:-**An effective training programme not only teaches an employee how to do his work but also trains him to work as a part of the group .thus training programmes improve group .thus training programmes improve group efforts.
 - **INCREASED PRODUCTIVITY:** - Training and development directly improves efficiency and productivity of employees. Employees remain up to date with new technology and thus use existing ones in a better way .well trained employees show both quantity and quality performance .there is less wastage of time, money and resources when employees are properly trained.
 - **ADDRESS EMPLOYEE WEAKNESSES:** - Most of the employee have certain weaknesses in their workplace, which hinder them from giving the best outputs. Training assists in eliminating these weaknesses, by strengthening worker skills and devolving inner baiers.A well -organized development program helps employees gain analogous kills and knowledge ,thus bringing them all to an advanced uniform level .This simply means that the whole workforce is reliable ,so the company or organization doesn't have to rely only on specific employees.
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- **TEAM SPIRIT:-** Training and development helps in instilling the sense of team spirits and inter team collaboration .it help to expand the horizons of human intellect and an overall personality of the employees.

CONCLUSION

Training and development of employees do exist in organizations. In addition, an organization uses various methods, for instance job rotation is used to train employees in this era of globalization. Similarly, various methods are used to evaluate the training programs. The need for training & development is determined by the employee's performance deficiency, computed as follows:

Training & Development need = Standard performance – Actual performance

Training moulds the employee's attitude and helps them to achieve a better cooperation within the organization. Training and Development programs improve the quality of work-life by creating an employee supportive workplace.

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