INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

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     INTRODUCTION
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     NEED/IMPORTANCE OF THE STUDY
     STATEMENT OF THE PROBLEM
     OBJECTIVES
     HYPOTHESES
     RESEARCH METHODOLOGY
     RESULTS & DISCUSSION
     FINDINGS
     RECOMMENDATIONS/SUGGESTIONS
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     LIMITATIONS
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- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
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- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

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NOVICE TO SPECIALIST - THROUGH TRAINING AND DEVELOPMENT

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ABSTRACT

The purpose of this article is to focus on the training and development needs of an organization. Over the years the economy has become more volatile and competitive. In order to sustain this competition and produce timely customer oriented results organizations must be trained so that they are able to deliver effectively. The importance of an employee training and development program is growing for those organizations who are pursuing to receive an added advantage among the competitors. Factors of production such as land labour enterprise are all secondary, in comparison to the labour which is considered the esteemed resource for an organizations success or failure. In a bid to survive this cut throat completion and to enrich the labour /employee force, most of the companies today are engaging in large scale employee training programs. Organizations are willing to go one step ahead and finance large amount on the employee training and professional growth. By helping to establish employee investment, reciprocity identification, and limiting alternative employee options, effective training program can lead to a greater commitment and reduce the attrition rate. The training programs are supportive not only towards the organization but it also helps to increases the knowledge, expertise and abilities of an employee. The study therefore describes a vigilant assessment of literature on the fundamental concept of the importance of training and development programs to its organization as well as to its employees.

KEYWORDS

Employee performance, Training benefits, Training design, Training development, Organization development.

INTRODUCTION

Human resource management is basically the management of human resources in an organization. It is a process where people and organizations are brought together so that goals of each are met. In a dynamic and competitive environment, it is very necessary for an organization to have their right resources especially their employees, to survive and succeed. Organizations have realized that they may be technologically advanced but it is the people who offer competitive advantage to an organization, then the question arises how do people provide such competitive advantages? In order to sustain the cut throat competition organizations need to move with time and keep themselves abreast with all the various changing needs of the market.

The employees need to be trained adequately, whereby they utilize the requisite skills and abilities and the knowledge. Training is a type of activity which is planned, systematic and it results in enhanced level of skill, knowledge and competency that are necessary to perform work effectively.

Development is a broad ongoing multi-faceted set of activities which aims at bringing an employee or an organization up to another threshold of performance, often to perform some job or a new role in the future. The accomplishment of any organization largely relies on its employees. To sustain this valuable human resource, organizations required to be conscious about the job satisfaction and retention of employees.

Some of the organizations think that employees are looking for only financial profits from their work. This statement neglects high significance that most of the employees placed there selves on the inherent benefits of their professions. Reference to a current report prepared by American Society for Training and Development, organizations are spending more than $126billion yearly on employee training and development according to Paradise, (2007). Today most of the companies are investing a lot of money on the training and development of employees in order to remain competitive and successful part of the organization. The importance of training for employees is rapidly growing and organizations are using this tool to compete with their competitors in the market.

Excellent executives look to future and prepare for it. One important way to do this is to develop and train managers so that they are able to cope with new demands, new problems, and new challenges. Indeed, executives have responsibility to provide training and development opportunities for their employees to reach their full potential. Employee performance is defined as the outcome or contribution of employees to make them attain goals while performance may be used to define what an organization has accomplished with respect to the process, results, relevance and success. Researchers define performance as the achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost and speed.

The term development refers to long term, future oriented programs and the progress a person makes in learning how to manage. Managerial training on the other hand, pertains to the programs that facilitate the learning process and is mostly a short term activity to help managers to do their jobs better .

Organization development is seen as a systematic, integrated and a planned approach to improving the effectiveness of groups of people and the whole organization or a major organizational unity. Organization development uses various techniques for identifying and solving problems. It is, therefore, every organizations responsibility to enhance the job performance of the employees and certainly implementation of training and development is one of the major steps that most companies need to achieve this. As it is evident that employees are a crucial resource, it is important to optimize the contribution of employees in relation to the company aims and goals, as a means of sustaining effective performance. This therefore calls for managers to ensure an adequate supply of staff that is technically and socially competent and capable of career development into specialist departments or management positions.

LITERATURE REVIEW

EMPLOYEE TRAINING AND DEVELOPMENT

Harrison Rosemary, (2005). State that "training and development ensures that randomness is reduced and learning or behavioral change takes place in structured format. In the field of human resource management, training and development is the field concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. It has been known by several names, including employee development, human resource development, and organizational performance. The strategic procedure of employee training and development needs to encourage creativity, ensure inventiveness and shape the entire organizational knowledge that provides the organization with uniqueness and differentiates it from the others"

Parthsarathi (1989) through his Articles stated" that the real need is the identification of training need. The Author has reported the use of role analysis in identification of training needs which helps the organization to increase its training effectiveness and the role of employees for effective performance.

The Author has suggested steps like identification of capabilities; technical/functional capabilities, administrative/management capabilities, conceptual capabilities, behavioral/process capabilities, identification of the gaps in capabilities possessed etc.

Similarly Nadler Leonard, (1984).stated that "development is often viewed as a broad, ongoing multi-faceted set of activities to bring someone or an organization up to another threshold of performance. This development often includes a wide variety of methods, e.g., orienting about a role, training in a wide variety of areas, ongoing training on the job, coaching, mentoring and forms of self-development. Some view development as a life-long goal and experience. Development focuses upon the activities that the organization employing the individual, or that the individual is part of, may partake in the future, and is almost impossible to

THE VALUE OF TRANING AND DEVELOPMENT

According to Beardwell& Holden (1997) human resource management has emerged as a set of prescriptions for managing people at work. Its central claim is that by matching the size and skills of the workforce to the productive requirements of the organization, and by raising the quality of individual employee contributions to production, organizations can make significant improvements on their performance.

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Gopala Krishna H.N. (2003) conducted a study at BEL, through his study he has reported about the new approach in which the identification of training needs of employees was done by training advisory committees. In the traditional methods, the employees were given training by following the beaten tracks like short listing training programmes from a standard list of programmes such as communication skills, Team Building ISO 9000, ISO 14000, TQM, Improving Quality of Life, MS-Office etc and prepare an annual calendar and throw the programmes open to everyone in the organization and wait for nominations. Another traditional method involved asking individuals to specify the training needs they believe they need in their performance appraisal and consolidate them and make it a list of training programmes. The authors state that HR managers need to move beyond the confines of these traditional methods. It is the responsibility of Line managers to determine what the organization and the individuals need to learn in order to fulfill their goods and objectives and build the kind of company they envision. The authors say that it is the responsibility of HR managers to translate these needs into training programmes. The author shares his experience in the Bangalore unit of BEL, where a new approach was attempted to give thrust to what the company needs for future and not what the individual wants and also to satisfy ISO 9000 requirements. .

EFFECT OF TRAINING AND DEVELOPMENT ON EMPLOYEE MOTIVATION

Motivating other people is about getting them to move in the direction you want them to go in order to achieve a result, well motivated people are those with clearly defined goals who take action that they expect will achieve those goals. Motivation at work can take place in two ways. First, people can motivate themselves by seeking, finding and carrying out that which satisfies their needs or at least leads them to expect that their goals will be achieved. Secondly, management can motivate people through such methods as pay, promotion, praise and training. The organization as a whole can provide the context within which high levels of motivation can be achieved training the employees in areas of their job performance.

EFFECT OF TRAINING AND DEVELOPMENT ON CCOMPETATIVE ADVANTAGE

Competitive advantage is the essence of competitive strategy. It encompasses those capabilities, resources, relationships, and decisions, which permits an organization to capitalize on opportunities in the marketplace and to avoid threats to its desired position, (Lengnick-Hall 1990). Boxall and Purcell (1992) suggest that 'human resource advantage can be traced to better people employed in organizations with better processes.

EFFECT OF TRAINING AND DEVELOPMET ON CUSTOMER REALTIONSHIP

Organizations should focus on the improvement of the process as the system rather than the work is the cause of production variation many service organizations have embraced this approach of quality assurance by checking on the systems and processes used to deliver the end product to the consumer. Essentially this checks on; pre-sale activities which encompass the advice and guidance given to a prospective client, customer communications (how well the customers are informed of the products and services, whether there are any consultancy services provided to help the customers assess their needs and any help line available for ease of access to information on products), the speed of handling a client's transactions and processing of claims, the speed of handling customers calls and the number of calls abandoned or not answered, on the selling point of Products/Services a customer would be interested to know about the opening hours of the organization, the convenience of the location and such issues This is only possible when employees are well trained and developed to ensure sustainability of the same.

MANAGER DEVELOPMET AND TRAINING PROCESS

Before specific training and development programs are chosen, three kinds of basic needs must be considered

1. The needs of the organization, including the objectives of the enterprise, the manager's availability and the attrition rates
2. The needs related to operation and the job itself can be determined from job descriptions, and performance standards
3. The data about individual training needs can be gathered through performance appraisals, interviews with the jobholder, tests, surveys and career paths for individuals

The management ,development and training process focuses first on his present job ,then on to the next job in the career ladder and finally on the long term needs of an enterprise .

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The steps in the manger development training process are depicted in **Figure 1:**

FIGURE 1: MANAGER DEVELOPMENT PROCESS AND TRAINING
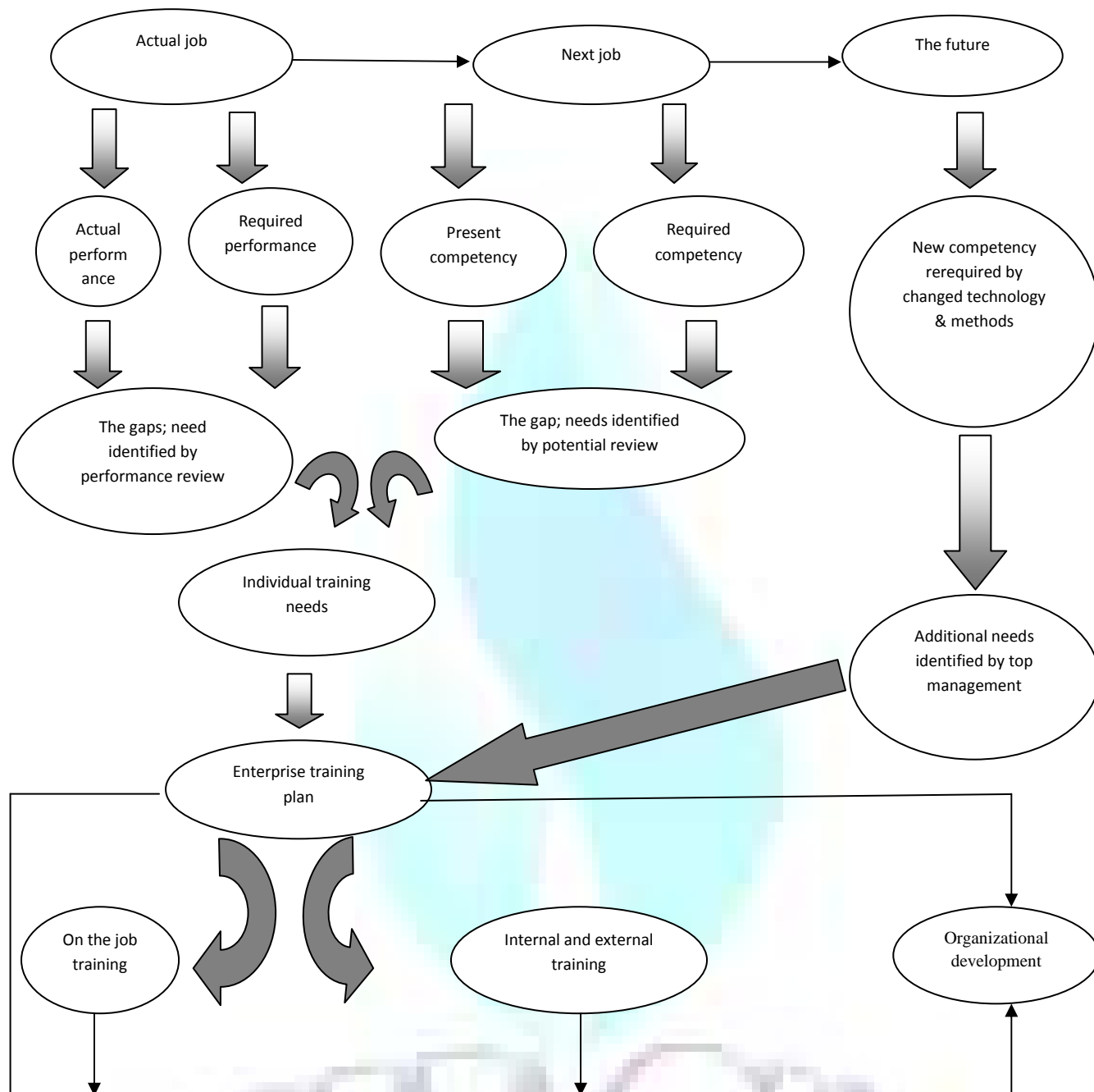
Adapted from: John W. Humble, Improving Business Results [Maidenhead, England: Mc Graw –Hill Book Company (UK), Ltd, 1968]

ACTUAL JOB

The manager development process can be derived from a comparison between the actual performance and the required performance of the organization. Such an analysis indicates the short comings in performance to reach the desired target. It indicates that the organization lacks the knowledge and the skill to overcome the difference between the actual performance and the required performance. On the basis of these short comings, training needs are identified for overcoming the deficiencies

NEXT JOB

A similar process is applied in the identification of the training needs for the next job. Specifically, present competency is compared with the competency demanded by the next job. This position requires training in functional areas such as engineering, marketing and even finance. This systematic preparation for the new assignment certainly is a more professional approach than thrusting a person into new work situation without training.

THE FUTURE

Progressive firms go one step further in training and development, they prepare for a more distant future. This requires that they forecast what new competencies will be demanded by the market. For example energy shortage may occur again and this requires that the manager be trained not only in technical aspects but also in energy related long range planning and problem solving. These changes created by the external environment have to be integrated into an enterprise training plans, with a focus on the future.

DEVELOPMENT THROUGH 'ON THE JOB TRAINING'

Employees are exposed to a number of opportunities for development which can be done on the job itself. Trainees can learn as they contribute to the aims of an enterprise. This approach required competent high level managers who can teach and coach the trainees.

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Following are the various methods used in this type of a training process.

JOB INSTRUCTION

Job instruction is a step by step, relatively simple technique used to train the employees. I n this method the trainer demonstrates to the trainee how a job is done. The trainer asks the trainee to perform the job. Any gaps in the trainees learning process are resolved immediately. After the training is provided, a follow up is done by the trainer to check whether the trainer is able to perform the job without any supervision. The steps taken to perform a job better are often summarized and printed on small cards that can be put in an employee wallet or pocket. The employee cans refer to the card when instructing another employee.

PLANNED PROGRESSION

The purpose of planned progression is to give the manager a clear idea of their path of development. Managers know where they stand and where they are going. The manager knows the requirements of the advancement and the means of achieving it. Planned progression may be perceived by trainees as a smooth path to the top, but it really is a step by step approach which requires that tasks be done well at each level.

JOB ROTATION

It involves moving management trainees from department to department to learn the different functions of the organization. It is useful to the management trainees as they are able to understand the basics of the business.

TEMPORARY PROMOTIONS

Individuals are appointed as "acting managers', these temporary promotions are a developmental device as well as a convenience to the enterprise. The acting managers are given the authority to make decisions depending on their abilities. They assume full responsibility, of the post and this experience is considered as a valuable experience in terms of on the job training

COACHING

Coaching is a systematic practice og giving sufficient direction, instruction and training to a person of a group of people, so as to achieve goals or to develop specific skills. In order to decide the method, the coach should be made aware about the trainees aim objective skills and drawbacks, training environment, training aids needed etc. this method is both theoretical and practical.

APPRENTENSHIP

A combination of classroom, instruction and on the job training. This training is done on the job while working for an employer who helps the apprentice learn their trade, in exchange for their continuing to work for him for an agreed period, even after they become skilled.

COMMITTIES AND JUNIOR BOARDS

Committees and junior boards are also used as developmental techniques .These gives trainees the opportunity to interact with the experienced managers. Trainees are given the opportunities to submit reports and proposals to the committee on board and to demonstrate their analytical and conceptual skills.

DEVELOPMENT THROUGH 'INTERNAL AND EXTERNAL TRAINING'

Beside on the job training there are many other approaches for development. These programs may be conducted within the company or they may be conducted externally by educational institutions and management institutions.

Following are the various modes of an internal and external training

CONFERENCE PROGRAMS

Such programs may be used for internal and external training. They expose managers to ideas of various speakers who are experts in their field. External conferences vary greatly ranging from programs on specific managerial techniques to programs in broad topics. .A careful selection of topic and speakers will increase the effectiveness of this training. Conferences encourage a to way communication patter that allow participants to ask for clarifications of topics that are potentially relevant to them.

READINGS, TELEVISIONS, VIDEO INSTRUCTIONS AND ONLINE EDUCATION,

This method is used to provide an example of more realistic conditions. This learning experience can be enhanced through discussion of articles and books with other manager s and superiors. Increasingly management and other topics are featured in the television instruction programs Moreover a variety of videotapes of diverse subjects are available for instruction and learning

BUSINESS SIMULATION

A technique that duplicates as nearly as possible the actual condition encountered on the job Simulation is an attempt to create a realistic decision making environment for the trainee .They present likely encountered problem situations and alternatives to the trainee .The result of those decisions are reported back to trainee with an explanation of what would have happened had they actually been made in the workplace. The trainee learns from this feedback and improves his/her workplace decision making skills.

E-TRAINING

In such a training pattern a Virtual Classroom is created with a teacher interacting with students.

Synchronous e learning with live instructions appears to be more effective than self paced learning. Live instructions can be adapted to the needs of the students by integrating overhead transparencies, slides and lecture notes. The trend of e learning needs to be adapted as it is more effective and finds a proper balance between self paced learning and instructor based training

SENSITIVITY TRAINING

This focuses on gaining an insight into one's own behavior as well as the behavior of the other employees in the organization. Trainings are usually conducted for a small group, usually 12 -15 with a passive trainer for observation .Discussion focuses on why participants behave as they do and how they perceive others to be and how their emotions are generated. The object of this is to provide participants and increased self-awareness of their behavior .The results of such a training are to increase ones empathy to others, and to increase their listening skills ad to increase the conflict resolution skills.

MANAGEMENT GAMES

Management games actually duplicate selected factors in a particular business situation. Employees and the managers learn best by being involved in the game. The trainees are usually divided into groups .The groups have to elect their leaders and have to organize themselves. This develops team spirit, leadership and cooperation. As the game is finished, feedback is provided to the trainees.

EVALUATION OF TRAINING

Evaluation helps to determine the effectiveness and the results of the training and development program. It helps in determining whether the training objective is achieved or not. Post the implementation of a training program, the methods used to train and develop must be monitored in order to assess their effectiveness. Any shortcoming reported through such an evaluation must be immediately dealt with in order to rectify the mistake so that an optimum outcome of the training program is achieved .Training programs can be evaluated with the use of a questionnaire asking for a feedback from the participants. Such an evaluation ensures that the training provided contributes to the growth of an organization

ORGANISATIONS DEVELOPMENT THROUGH TRAINING AND DEVELOPMENT

Training and development benefits the organization as well as the employees in the following ways:

TOWARDS THE ORGANISATION

- Leads to improved profitability
- Helps create a better image of the organization
- Helps in reducing the cost in many functions like production, personnel, administration etc
- Organization gets more effective in decision making and problem solving skills

- Helps the firm in development of human resources for promotion
- Helps in the overall organizational development

TOWARDS THE EMPLOYEE

- Improves job knowledge and skills at all levels of the organization
- Improves employee moral
- Improves employee –employer relationship
- Aids in increasing productivity and quality of work
- Helps employee to adjust to change
- Conflict handling is much better thus leading to reduction of stress and tension at the workplace
- Develops employees moral and self confidence
- Provides information to the employees and managers for improving leadership, knowledge and communication skills and attitude
- Provides information on organizational rules and regulations
- Builds togetherness and group cohesiveness
- Increase labour retention
- Decreases labour attrition rate

CONCLUSION

Change is inherent in contemporary experience. For organizations to keep them self acquainted with the ever changing global market the originations must undertake the process of Training and development for their staff as this plays a major role in very organization. Such program improve the knowledge and employee performance at the work place, it updates the employee knowledge and enhances their output thereby reducing the managerial obsolescence.

Manager development refers to the progress a manager makes in learning how to manage moiré frequently   while organization development is systematic and an integrated approach in making the whole organizational unit more effective. A systematic approach to development and training must be practiced by the units. Training programs help manager in succession planning, employee retention and welfare activities, thereby enhancing the overall performance of the organization.

Lectures, audio visuals, sensitivity training, apprenticeship coaching are some examples of the various methods which an organization may resort to. The inverse impact of such programs boosts the level of the employees, enchaining their soft skills, their personality and interrelationship techniques. Trainings programs help in the employee's time management skill, employee efficiency development programs and violence prevention programs. With continuous training provided Evaluation becomes a must .it ensures that the training program imparted has met all the required details, it also ensures that the program contributes to the growth of the firm. Thus training moulds the employee's attitude and helps them achieve a better cooperation within an organization. Training and development programs improve the overall quality of work life by creating a supportive and a conducive workplace.

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