A Study on Training and Development

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ABSTRACT

Training and development has been very important function of any organisation. It is mainly focus on the employee skills and knowledge. Training and development is the simple term as the ongoing efforts on the organisation employee performance. In today's scenario this function has significant role in organisation success. The study main objective is to explore the important methods of training and development, identify the stages of training and development, to explain the benefits and to investigate the latest developments in this area. The study explores off the job and on the job training methods. The importance of training and development and the challenges are discussed. The effectiveness of training and development has discussed elaborately. The latest tools and techniques in learning and learning process is emphasised.

Keywords: Development, Employee, Knowledge, Learning and Development, Organisation, Skills, Training

I INTRODUCTION

Training

Training is a structured process, where you will learn technical skills and knowledge for different purpose. The organisations has used different types of functions such as selection process and recruitment process, manpower planning and training among all these functions of the training function is very important. It is short term process. Training process starts after completion of the selection process; it will improve employee skills and knowledge. Training is learning process; it will mainly focus on learners. In this process the superiors will motivate their employees. Training implies constructive development in such organisational motives for optimum enhancement of quality of work life of the employees. These types of training and development programmes help full for the improving the employee skills and knowledge and employee behaviour and attitude towards the job and also uplift their morale.

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

H. John Bernardino: "Training is any attempt to improve employee performance on a currently held job or one related to it".

Ricky w .griffin: "training usually refers to the teaching operation or technical employees how to do the job for which they were hired."

Development

Development is a key component of the organisational development process .it is very important concept in organisations. Development is systematic process, it has focused on management levels, and whenever the employees received training skills otherwise there should be implemented on current job. Development, it refers to the formal education, job experiences, and abilities. It helps to employee effective performance in future job. It is help full for the future development process. It is mandatory for employees. Development is a process that leads to qualitative as well as quantitative advancement in the organisation. It is especially at the managerial level, it is considered with less physical skills and it is more considered with employee knowledge, attitude and values and behaviour in addition to specific skills. Hence, development can be said as a continuous process whereas training has specific areas and objectives.

Edwin B. Flippo: management development is includes the process by which managers and executives acquire not only skills and company in their present jobs but capacities for future managerial tasks.

Perroux (1978:65): defines development as "the combination ofr mental and social changes among the population which decide to increase its real and global products, cumulatively and in sustainable manner.

Training and Development: Training and Development is the simple term as the ongoing efforts on the organisation employee performance. Training and development can also relate to the employee skills and knowledge as well as employee education. In this programme employees will be changing their attitude and gaining more knowledge. Several common training and development methods have provided to be highly effective. Training and development programme is very important in any organisation. Every organisation must and should be followed by the training and development programmes.

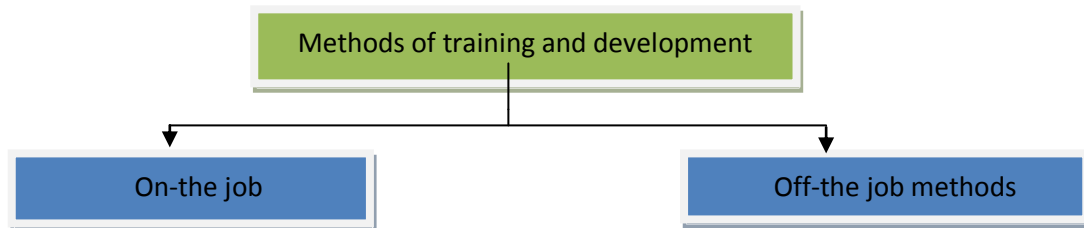## II. THE STUDY OBJECTIVES ARE

1. To know the methods of training and development
2. Benefits of training and development
3. Learner development in the area of training and development
4. Identify the stages of training and development

METHODOLOGY

This is an conceptual study b the secondary data source. The secondary data is used to high light the conceptual analysis and review of literature. In addition to those books, articles, journals these submitted to universities were also referred. The internet has also been extensively made use for the purpose of study.

Methods of training and development

The organisations or industries are followed by the different types of methods or types. So, the need of training and development programmes is depending up on the requirements of the job profile.The Training and development is classified as two methods. There are given below.

On-the job	Off-the job methods
1. Special projects	1. Lecture
2. Committee assignment	2. Simulation
3. Internship programme	3. Grid training
4. Job rotation	4. Incident method
5. Coaching	5. Role play
6. Business games	
7. Management education	
8. Case study method	
9. Conference	

Source: (kanu Raheja Assistant professor, MBA, satpriya Group of institutions, Rohtak. innovative journal of business and management4:2 march- April [2015]35-41)

On-the job method

This refers to the methods of training in which a person learns a job byactually performing it. A person works on a job and learns and develops expertise at the same time.

1. Special projects: The trainees may ask to work on special projects related with departmental objectives. By this, the trainees will acquire the knowledge of the assigned work and also learn how to work with others.
2. Committee assignment: In this method the committee allocated one problem for the employee, then their will discuss about the given problem .this helps to improve team work.
3. Internship programme: Internship programme is job training programme for professional careers, it is consists of an exchange of services for experience between student and organisation.
4. Job rotation: It means, the employee are shifting from the one department to on other department (or) one place to on other place. It is updated for the employee skills and knowledge.

5. Coaching: In this method the superior acts as a guide of the trainee .this is require large conformation critical evaluation and correction.
This refers to the methods of training in which a person learns a job by actually performing it. A person works on a job and learns and develops expertise at the same time.

Off-the job methods

In this method the trainees are learn in the classroom .employee training at a site away from the real work environment. In this method the trainees are feel without stress and training centres provide materials.

1. l. Lectures: In this method of training, lecture method is well known to train managerial level employees in the organisation. This method is mainly used for the purpose of teaching administrative on management subject to make aware of give instructions on particular topic.
2. Simulations**:** In this simulation method, the institutions have created imaginary situations and the trainees are asked to act on it. For example, assuming the role of a technical engineer solving the technical problems or creating new ideas.
3. Grid training**:** It is anongoing and phased programme lasting for six years. It involves stages of designing development, execution and evaluation. It takes into consideration parameters like concern for people and concern for people.
4. Incident method**:** Incidents are prepared on the basis of actual situations which happened in different organisations and each employee in the training group is asked to make decisions as if it is a real life situation.
5. Role play: In this case the employee assumes the role of given problem. He actively involves ina role play. The participants interact with other participants assuming different roles. The entire programme will be recorded and trainees get opportunity to examine their own performance.
6. Business games: In this method the organisations divided to the some groups, each group has discussed about the different activities of an imaginary organisation .tit gives results in cooperative decision making process.
7. Management education: In present universities and management institution gives first importance on management education. Most of the management institution gives not only degree but also hands on experience having cooperation with business.
8. Case study method: Generally case study deals with any problem confronted by a business which can be solved by an employee. This is best opportunity for trainees, they analyse the case and come out with possible solution.
9. Conferences: some peoples are discussing about the any subject is called as conference. Each person give by examine and discussing about the various issues related to the topic. Everyone can express their own point of view.

Benefits of training and development

The organisation gain more benefits from training and development. In this process if would be organisation training and development benefits identifies by various stages are:

Organisation will be Improve employee new skills and knowledge can be acquired. It is most important. It is provide job satisfaction for the employees.Employee's satisfaction one of the most think in training and development process
It will be improve employee growth. Employee growth is most impact on the organisational manner so it is also important concept.

Be in touch with all the latest technology developments and Existing skills and knowledge can be enhanced or updated, enabling people. To further improve proven strength. These are important points in training and development programmes.

Training and development is improving employee performance at work place. It is continues improvement in organisation and it isincrease employee team performance. Weaknesses can be addressed or mechanisms put in place to compensate. Employee confidence is built, keeping and developing key performance, enabling team development and contributing to better organisation morale.

It will be increased changes in strategies and product. Product changes and strategies also should be improve it is compulsory use full in the every organisation manner. It will be reduced employee turnover. Turnover is the most important think in any organisation.

Above different stages are training and development benefits. These training and development programmes very help full for the employees. The benefits are not just about feedback from the employees, it is concerned with employee job satisfaction and it indicate that employee enjoyed with activities.

Latest developments in the area of training and development

In present scenario the training and development is also called as "learning and development". Training is nothing but learning process.Learning and development is a subset of human resource department, it aims to improve employee individual performance by increasing their skills and knowledge. In learning and development process procurement is very important part. Today every organisation identifying the importance of learning, one by third of companies are increasing their budget on learning and development concept.

In present scenario the learner development is used updating new technology in the area of training and development process. For example, Mobile learning, Social learning, and Use of adoptive learning principles.

Now days the learning and development process is updated for many companies. In current days the 50% companies are spending $100 per learner per year .learning is one of the most nature of talent management. It is adoptive some new technology programmes, they are.: Mobile learning, Social learning, E-learning ,Video will continue to enable micro learning (m-learning), Adaptive learning,   Measuring effectiveness these are new updated technology programmes in learning and development .

In these new technologies only the 69% of companies are used only two technologies, mobile learning and social learning, 10% of companies are depended to the mobile learning procedure and 59% of companies are depended social learning procedure. And the remaining 41% of companies are followed by the normal procedure.

Identify the stages of training and development: Training and development should be followed by the systematic order so as to derive benefits from. The training and development programme is mainly depended to the four stages. There are the four stages names are given below.

1.   Assessment of training and development programmes needs
2.   Designing the training and development programmes
3.   Implementation the training and development programmes
4.   Estimation of the training and development programmes
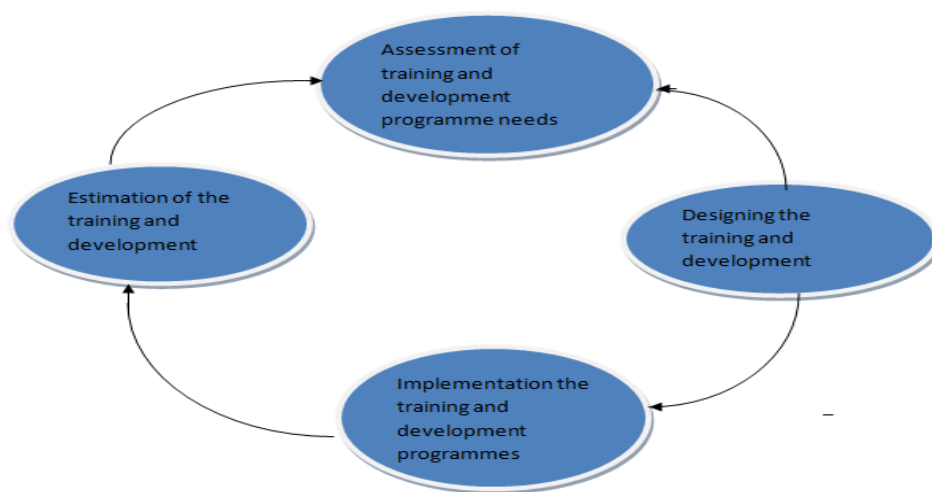
Source: (p. Subba Rao, "Essentials of Human Resource Management and Industrial Relations" Himalaya Publication House, 3rd revised & Enlarged Edition 2009, pg -199-203)

III. IMPORTANCE OF TRAINING AND DEVELOPMENT

Training and development is very important for organisation success. Some of the important benefits of training and development are mentioned below.

To maintain good relation between managers to employee.
Trainees are must should be followed to the systematic procedure.
To attractive the learners in the organisation.
To improve employee performance at work.
To maintain employee satisfaction.
The existing employees are trained to refresh and enhance their knowledge.

IV CHALLENGES OF TRAINING AND DEVELOPMENT

The training and development is faced some challenges in organisation scenario. Because of the training and development is a busy process in society so they can face range of challenges in an on-demand world. There are given below. To improve employee learning effectiveness in organisation.Organisations have must and should be improving employee knowledge.

Expanding library of content and training programmes this type of challenge also faced to the organisations. The organisation should be reducing developing cycle times, it is also one of the challenge for the organisations. The organisations should Improving product knowledge between employees. The employees are don't know about the product knowledge then the organisation also faced some problems from the society Monetary problem it is one of the most important thing in every organisation. Conflict management it is also one of the challenge for the organisation. Skills application Organisational changes are more common than ever. Dealing with changes due to purchase, technology, budgets, and staffing is the top challenge by training and development. When a company is global dispersed, it increase the difficulty of providing consistent training. The most common challenge in the Delivering consistent learning language barriers translation issues.

CONCLUSION

Training and development is very help full for the improving employee skills and knowledge. The organisations recognising the importance of this function are following various training and development programmes. Training evaluation is the important part of the training process. It provides feedback and help the sponsors and the resource person for improvement at the level of individual performance and in the strategy formulation for training and development. It is followed by systematic process. It has positive influence on employee's growth and overall performance of the organisation. This study was limited to discussing training and development programmes methods and benefits for the organisation.

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