NECESSITY OF TRAINING AND DEVELOPMENT IN AN ORGANIZATION

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ABSTRACT: Training and development play an important role in the effectiveness of organizations and to the experiences of people in work. Training has implications for productivity, health and safety at work and personal development. All organizations employing people need to train and develop their staff. Most organizations are cognizant of this requirement and invest effort and other resources in training and development. Such investment can take the form of employing specialist training and development staff and paying salaries to staff undergoing training and development. Investment in training and development entails obtaining and maintaining space and equipment. It also means that operational personnel, employed in the organization’s main business functions, such as production, maintenance, sales, marketing and management support, must also direct their attention and effort from time to time towards supporting training development and delivery. This means they are required to give less attention to activities that are obviously more productive in terms of the organization’s main business. However, investment in training and development is generally regarded as good management practice to maintain appropriate expertise now and in the future.

Keywords: Effectiveness of organizations, Implications for productivity, Good management practice.

INTRODUCTION

Training can be introduced simply as a process of assisting a person for enhancing his efficiency and effectiveness to a particular work area by getting more knowledge and practices. Also training is important to establish specific skills, abilities and knowledge to an employee. For an organization, training and development are important as well as organizational growth, because the organizational growth and profit are also dependent on the training. But the training is not a core of organizational development. It is a function of the organizational development.

CONCEPT OF TRAINING AND DEVELOPMENT

In simple terms, training and development refers to the imparting of specific skills, abilities and knowledge to an employee. A formal definition of training & development is it is any attempt to improve current or future employee performance by increasing an employee’s ability to perform through learning, usually by changing the employee’s attitude or increasing his or her skills and knowledge. The need for training & development is determined by the employee’s performance deficiency, computed as follows:


DEFINITION OF TRAINING & DEVELOPMENT

“Training & Development is any attempt to improve current or future employee performance by increasing an employee’s ability to perform through learning, usually by changing the employee’s attitude or increasing his or her skills and knowledge.”

OBJECTIVES OF TRAINING AND DEVELOPMENT

- Increased Productivity
- Quality Improvement
- Learning time Reduction
- Safety First
- Labor turnover Reduction
- Keeping oneself Updated with Technology
- Effective Management

NEED OF TRAINING

1. Individual level
   - Diagnosis of present problems and future challenges
   - Improve individual performance or fix up performance deficiency
• Improve skills or knowledge or any other problem
• To anticipate future skill-needs and prepare employee to handle more challenging tasks
• To prepare for possible job transfers
2. Group level
• To face any change in organization strategy at group levels
• When new products and services are launched
• To avoid scraps and accident rates

IDENTIFICATION OF TRAINING NEEDS (Methods)

1. Individual Training Needs Identification

• Performance Appraisals
• Interviews
• Questionnaires
• Attitude Surveys
• Training Progress Feedback
• Work Sampling
• Rating Scales

2. Group Level Training Needs Identification

• Organizational Goals and Objectives
• Personnel / Skills Inventories
• Organizational Climate Indices
• Efficiency Indices
• Exit Interviews
• MBO / Work Planning Systems
• Quality Circles
• Customer Satisfaction Survey

METHODS OF TRAINING

1. On the Job Trainings: These methods are generally applied on the workplace while employees is actually working. Following are the on-the-job methods.

On the Job Training Methods

- Job Rotation
- Job Coaching
- Job Instruction
- Apprenticeships
- Internships and Assistantship

2. Off the Job Trainings: These are used away from work places while employees are not working like classroom trainings, seminars etc. Following are the off-the-job methods;

Off the Job Training Methods

- Classroom Lectures
- Audio-Visual
- Simulation
- Case Studies
- Sensitivity Trainings
- Programmed Instructions

BARRIERS TO EFFECTIVE TRAINING

• Lack of Management commitment
• Inadequate Training budget
• Education degrees lack skills
• Large scale poaching of trained staff
• Non-coordination from workers due to downsizing trends
Employers and B Schools operating distantly
Unions influence

**BENEFITS OF TRAINING & DEVELOPMENT**

- Increased productivity
- Less supervision
- Job satisfaction
- Skills Development

**LITERATURE REVIEW**

Milhem (2014) asserts that employees benefit greatly from the training and development programs. They learn soft skills and the technical skills required of their jobs. During the last three decades, unemployment rates at their lowest which is not beneficial for workers to go for new jobs in case growth opportunities are fewer. Fresh graduates consider such jobs that provide intensive training program, but this idea is not beneficial to the employers as they can lose the freshly trained employees in few years. Professionals placed in Information Technology industry realize that knowledge is power and are required to maintain their talent according to the current needs in the market (Miihem2014). Majority of the employees, know the importance of the training programs and also desire to increase their salaries. It is expected that fresh graduates are not well equipped with continually evolving business environment. The young professionals having entrepreneurial ambitions know that lack experience and money and hence they try to join the companies that provide training so as to prepare their employees to be better prepared for further. Such programs help the employee to face the further by developing new technologies and cope with never technologies.

American society for training and development identified relationship between investing in employee development program and increased revenues in the stock market. The American society for training and development has estimated that the companies which invested an average of $1575 on each employees, achieved a growth of 24% in net profit and an increase of 218% in revenue per employee, compared to the companies which had invested less on the employee development and training. Investment made training and development is beneficial for both the organizations and individuals (Morgado, 2014)

According to Blades (2015) if the employees think that their organization is not caring them, they will have no feeling towards the organization. Such of the companies willing to spend on their employees give value to those who work with the company, through this investment benefits the organization eventually. These companies are achieving high levels of job satisfaction for their employees and will have low employee turnover. The training enhance the company’s reliability as the employees recognize that their company is spending for their future career (Blades, 2015).

Khoreva (2015) describes that the research noted that the employee retention is challenging and there are no specific methods that ensure retaining the employees by the organization. Many organizations have shown that one of the future that help to retain the employee is offering them the opportunities that improve their learning. Hence, it is confirmed that there exists a strong relationship between employee training programs and employee retention.

**DATA ANALYSIS AND INTERPRETATION**

Data analysis from **Dry Flower Industry**, Sample size=217

**Percentage Analysis**

1. Do you agree that training is well planned?
   A) Strongly agree B) Agree C) Neither Agree nor Disagree D) Disagree E) Strongly Disagree

<table>
<thead>
<tr>
<th>RESPONSE</th>
<th>NO. OF RESPONDENTS</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>96</td>
<td>44.2</td>
</tr>
<tr>
<td>Agree</td>
<td>84</td>
<td>38.7</td>
</tr>
<tr>
<td>Neither Agree nor Disagree</td>
<td>23</td>
<td>10.6</td>
</tr>
<tr>
<td>Disagree</td>
<td>13</td>
<td>6.0</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>1</td>
<td>0.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>217</td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
Inference:

From the above table shows that training program is well planned. Out of 217 respondents, 44.2% strongly agree, 38.7% agree, 10.6% neither agree nor disagree, 6.0% disagree, and 0.5% strongly disagree.

2. Training program helped to increase the productivity of both quality and quantity?

A) Strongly agree  B) Agree  C) Neither agree nor disagree  D) Disagree  E) Strongly Disagree

<table>
<thead>
<tr>
<th>RESPONSE</th>
<th>NO. OF RESPONDENTS</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>124</td>
<td>57.2</td>
</tr>
<tr>
<td>Agree</td>
<td>63</td>
<td>29.0</td>
</tr>
<tr>
<td>Neither Agree nor Disagree</td>
<td>30</td>
<td>13.8</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>217</td>
<td>100</td>
</tr>
</tbody>
</table>

Inference:

From the above table shows that training program helped to increase the productivity of both quality and quantity out of 217 respondent, 57.2% respondents strongly agree, 29.0% respondents agree, 13.8% respondents for neither agree nor disagree, 0% of respondents for disagree, 0% of respondents for strongly disagree respectively.
Chi Square Test

- Null Hypothesis (H0): There is no significant difference between training is well planned and increased productivity of both quality and quantity.
- Alternative Hypothesis (H1): There is a significant difference between training is well planned and increased productivity of both quality and quantity.

**Training is well planned * Increased productivity of both quality & quantity Crosstabulation**

<table>
<thead>
<tr>
<th></th>
<th>Increased productivity of both quality &amp; quantity</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Neither agree nor disagree</td>
<td>Agree</td>
<td>Strongly agree</td>
<td>Total</td>
<td></td>
</tr>
<tr>
<td>Training is well planned</td>
<td>Strongly disagree</td>
<td>Count</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Expected Count</td>
<td></td>
<td>.1</td>
<td>.3</td>
<td>.6</td>
</tr>
<tr>
<td></td>
<td>% within training is well planned</td>
<td></td>
<td>100.0%</td>
<td>.0%</td>
<td>.0%</td>
</tr>
<tr>
<td></td>
<td>% within increased quality &amp; quantity</td>
<td></td>
<td>4.3%</td>
<td>.0%</td>
<td>.0%</td>
</tr>
<tr>
<td>Disagree</td>
<td>Count</td>
<td>1</td>
<td>0</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Expected Count</td>
<td></td>
<td>.4</td>
<td>1.2</td>
<td>2.4</td>
</tr>
<tr>
<td></td>
<td>% within training is well planned</td>
<td></td>
<td>25.0%</td>
<td>.0%</td>
<td>75.0%</td>
</tr>
<tr>
<td></td>
<td>% within increased quality &amp; quantity</td>
<td></td>
<td>4.3%</td>
<td>.0%</td>
<td>2.3%</td>
</tr>
<tr>
<td>Neither agree nor disagree</td>
<td>Count</td>
<td>3</td>
<td>2</td>
<td>11</td>
<td>16</td>
</tr>
<tr>
<td></td>
<td>Expected Count</td>
<td></td>
<td>1.7</td>
<td>4.6</td>
<td>9.7</td>
</tr>
<tr>
<td></td>
<td>% within training is well planned</td>
<td></td>
<td>18.8%</td>
<td>12.5%</td>
<td>68.8%</td>
</tr>
<tr>
<td></td>
<td>% within increased quality &amp; quantity</td>
<td></td>
<td>13.0%</td>
<td>3.2%</td>
<td>8.4%</td>
</tr>
<tr>
<td>Agree</td>
<td>Count</td>
<td>11</td>
<td>31</td>
<td>54</td>
<td>96</td>
</tr>
<tr>
<td></td>
<td>Expected Count</td>
<td></td>
<td>10.2</td>
<td>27.9</td>
<td>58.0</td>
</tr>
</tbody>
</table>
Chi-Square Tests

<table>
<thead>
<tr>
<th></th>
<th>Value</th>
<th>D.F</th>
<th>Asymp. Sig. (2-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>15.273a</td>
<td>8</td>
<td>.054</td>
</tr>
<tr>
<td>Likelihood Ratio</td>
<td>12.634</td>
<td>8</td>
<td>.125</td>
</tr>
<tr>
<td>Linear-by-Linear Association</td>
<td>2.106</td>
<td>1</td>
<td>.147</td>
</tr>
<tr>
<td>N of Valid Cases</td>
<td>217</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. 8 cells (53.3%) have expected count less than 5. The minimum expected count is .11.

\[
D.F = (r-1)(c-1) = 8
\]

C.V = 15.273

T.V = 15.507

C.V < T.V

Hence, accept the null hypothesis at 5% level of significance. There is no significant difference between well planned training and increased productivity of both quality and quantity.

**TOP 4 TRAINING TRENDS OF 2017**

1. E-learning

E-learning is simply the method of learning through the use of electronics. E-learning has been on the rise and is expected to continue to rise. The advancements in e-learning such as videos and microlearning (more on that later) has enabled more flexibility for the modern learner.

E-learning is also a great tool to enhance the traditional learning experience. This method is known as blended learning. The use of on-demand videos is being used for the learner’s reference during the course and even after the course is taken.

2. Microlearning

Microlearning is a focused, more compact way to learn. Microlearning refers to bite-sized courses that can be consumed in a short period time with the content being rich in substance. This way or learning is great for efficiency.
According to Bersin by Deloitte’s Future of Corporate Learning research, “the ‘average’ US workers works 47 hours and 49% work 50 hours or more per week, with 20% at 60+ hours per week.”

With the utilization of microlearning, this allows employees to have the time to continue their education without adding even more hours to their work schedule.

3. Gamification

Gamification is the use of using “game” elements to captivate learners. Training Industry notes that “in game-based learning events, learners compete directly against one or more individuals or participate individually in an interactive experience that rewards learning performance in some way.” Gamification is not necessarily designed to be “fun” but that may be a byproduct of the engaging architecture of the course.

E-Learning Industry reported that 79% of their survey participants said that “they would be more productive and motivated if their learning environment was more like a game.” This statistic enforces that gamification learning is expected to continue to grow.

4. Content Curation/Aggregation

Content curation is a trend that also seems to be developing. It is no longer enough to collect and curate learning resources to make available for employees.

Bob Mosher, Chief Learning Evangelist at APPLY Synergies, notes that “collecting information is one thing; distributing it in a meaningful way and easily assessable way is another! In 2017, we’ll see a deeper focus on the aggregation of content, both learning and support, in a more powerful way.”

SUGGESTIONS

✓ Greater awareness about the objectives of the training and development programme must be created among the trainees at the time of their nomination for the training so that it helps the trainee easily understand and attain the objectives and goals of the programme.
✓ Employees must be motivated to take up Training Programmes regularly to update their skills and learn new technique to perform their work effectively and efficiently.
✓ Objectives of the training programme must be in line with the need of the trainees and must be clearly explained to them and so that they can be easily attained.
✓ Training Programme must be conducted at frequent intervals to help the workers update with new technologies and improve their performance.

CONCLUSION

In conclusion, training and development is extremely important to the growth of the organization. They not only increase the employees’ abilities and knowledge but also strengthen the relationship that exists between the workforce and the members of leadership within the organization. Training begins when it is determined that there is a need. The need helps to determine how the training will be designed and implemented. Employee training is a process that requires planning. This planning includes who is in need of training, what types of training are best suited for those in need.

REFERENCES

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WEBSITES

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