



Employee training and development, an HRM Practice: A Review

Aarti Mehta, admamar.9@gmail.com

M.com, M.B.A., M.A.(economics),HTET(commerce and economics),NET (Commerce).

Abstract

The success of every company is heavily dependent on its personnel in every industry. Other factors play a significant role, such as ensuring an organization's efficient staff are aligned with its financial dominance and market position. Because of this, firms must pay attention to employee happiness and retention in order to preserve their most important human resource. Some firms believe that workers are exclusively interested in financial gain. While this remark may be true, it ignores the enormous value that most workers put on the intrinsic advantages of their jobs. Consequently, it has a negative impact on not just employee happiness and retention, but on the companies as well. Employees that can quickly adapt to a changing business environment should be a must for any company. Investing heavily in staff training and development is now the norm for most businesses, since it is the only way to stay competitive and profitable. Organizations are increasingly relying on training as a way to compete with their rivals in the marketplace.

Keywords: Organization, Financially, Competitive, Satisfaction, Environment, Professions etc.

Introduction

The human resources department is responsible for training and development. The term "training" refers to a structured process via which individuals get instruction and training on job-related technical topics. Workers are taught how to utilise certain equipment or how to do specific activities in order to boost productivity. When we talk about "development," we're talking about how people in leadership positions have grown as individuals, both personally and professionally. Insights, attitudes, adaptability, leadership, and human interactions are all part of the growth process.

In order to be able to properly complete a task or job, a person must acquire the necessary information, skills, and attitudes via training. To improve an organization's overall performance, training focuses on increasing staff productivity. Development, on the other hand, prepares personnel for the challenges they will face in the future.



Employee performance, upgrading employee skills, preventing management obsolescence, preparing for promotion and managerial succession, and meeting personal development requirements are the primary objectives of training. The organization's and the employees' demands are taken into consideration while determining training requirements.

An organization's rules and processes, particular skills, human relations and management abilities are all taught to personnel. There are certain companies that provide apprentice training as well. On-the-job and off-the-job training techniques exist. Employees are trained on the job through on-the-job techniques, where they learn by doing and via direct experience. Work instruction training, apprenticeship and coaching, job rotation, and committee assignments are examples of on-the-job training approaches. An employee's training that takes place outside of the workplace is called off-the-job training. During this time, the employee concentrates on learning from the trainer's lectures or by doing simulated activities. Programed education, classroom lectures, and simulation exercises such as case studies and experiential exercises are examples of off-the-job learning approaches. Evaluation of training activities helps determine if the programme has been successful. There are several benefits to training, including increased productivity, less supervision, fewer accidents, and more organisational stability.

In addition to training, a business should focus on developing its managers. Managerial development is a systematic process of growth and development in which people learn to manage. Employees' education is an important part of the company's future strategy. Improved problem-solving capabilities are a result of management training. In addition to planning, monitoring performance, communicating and developing, the manager's many duties may be effectively handled with the aid of this tool. Employee and organisational effectiveness are both benefited by management development programmes that are tailored to particular goals.

There are a number of stages in the evolution of management. These include a study of the organization's goals, an assessment of present management resources, an assessment of individual development requirements, the design and implementation of development programmes, and the evaluation of these programmes.

There are two main types of training: on the job and off-the-job training. Coaching, job rotation, understudy assignments, and multiple management are a few of the ways often employed for



professional growth while working. Simulations, sensitivity training, transactional analysis, conferences, and lectures are all examples of off-the-job development approaches. To guarantee that the management development programmes are successful, they must be assessed on a regular basis..

Difference between training and development

When it comes to making an employee an expert in his or her field, training is the process of enhancing and refining the skills he or she needs to do so. It's all about the work, but growth is all about psychology and soft skills.

Few people comprehend the distinction between training and development despite a number of publications defining it. Many companies, in fact, refer to training and development as one and the same. The majority of the time, the phrase "training" refers to activities aimed at improving the abilities and knowledge of workers. This means that training and development are two of the company's most important responsibilities. However, training will be tailored to the work at hand, and it will be delivered on a regular basis as necessary. The primary purpose of training is to educate employees on how to perform a certain job, activity, or function in the workplace. Ultimately, workers will be trained by a professional in a specific task that requires a high degree of technical expertise. Budgeting for staff training is a critical overhead in numerous and big organisations, especially in government agencies, and it has never been disregarded. Information technology organisations spend a lot of money on training their personnel, and the frequency of training is high since technology changes often and isn't always updated. As a result, training for personnel is more regular than in other sectors in order to be informed of new technologies and to keep their skills up to date.

When it comes to staff development, we seldom hear or see anything like an organization-wide employee training programme. Employee training is mostly psychological in nature and is geared at those who have supervisory responsibilities. A manager who is more efficient can manage a larger number of people, which is a true management capacity, but technical duties cannot be done by one or with the minimal available trained labour when there is a requirement for high or big output, therefore the number of managerial staff will be extremely low. When it comes down to it, staff development is all about gaining information via observation. In reality, management staff



receives training to help them better comprehend the nuances of their jobs and the kind of tasks their subordinates are tasked with doing..

Importance of Training and Development:

“Training and development programmes, as was pointed out earlier, help remove performance deficiencies in employees. This is particularly true when –

- I) The deficiency is caused by a lack of ability rather than a lack of motivation to perform,
- II) The individuals involved have the aptitude and motivation need to learn to do the job better, and
- III) Supervisors and peers are supportive of the desired behaviors.

There is greater stability, flexibility and capacity for growth in an organization. Training contributes to employ contribute to the stay with the organization. Growth renders stability to the workforce. Further, trained employees tend to stay with the organization. They seldom leave the company. Training makes the employees versatile in operations. All rounder can be transferred to any job. Flexibility is therefore ensured. Growth indicates prosperity, which is reflected in increased profits form year to year. Who else but well-trained employees can contribute to the prosperity of an enterprise?

Accidents, scrap and damage to machinery and equipment can be avoided or minimised through training. Even dissatisfaction, complaints, absenteeism, and turnover can be reduced if employees are trained well. Future needs of employees will be met through training and development programmes. Organisations take fresh diploma holders or graduates as apprentices or management trainees. They are absorbed after course completion. Training serves as an effective source of recruitment. Training is an investment in HR with a promise of better returns in future”.

Conclusion

Training and development opportunities must fit both the requirements of the organisation and those of the employee. In order to meet the demands of different disciplines, training programmes should be adapted. An individual's programming, cultural norms, and expectations within the organisation can be tested and maintained through training provided by an organisation, it can be argued. Training also serves to ensure that the individual knows where he or she stands in relation to those expectations and norms.



Bibliography:

- [1] Aguinis H, Kraiger K (2009) Benefits of training and development for individuals and teams, organizations, and society. *Annu Rev Psychol* 60:451–474
- [2] Salas E, Tannenbaum SI, Kraiger K, Smith-Jentsch KA (2012) The science of training and development in organizations: what matters in practice. *Psychol Sci Public Interest* 13(2): 74–101
- [3] Tharenou P (2010) Training and development in organizations. In: Wilkinson A, Bacon N, Redman T, Snell S (eds) *The sage handbook of human resource management*. Sage, London, pp 155–172
- [4] Cekada, T. (2011). Need training? Conducting an effective needs assessment. *Prof Saf* 28–35
- [5] Buckley R, Caple J (2000) *The theory and practice of training*. Kogan Page, London
- [6] Cheung HY, Chan A (2012) Increasing the competitive positions of countries through employee training. *Int J Manpow* 33(2):144–158
- [7] Salas E, Cannon-Bowers J (2001) The science of training: a decade of progress. *Annu Rev Psychol* 52:471–499
- [8] Park Y, Jacobs RL (2011) The influence of investment in workplace learning on learning outcomes and organizational performance. *Hum Resour Dev Q* 22(4):437–458
- [9] Ubeda-García M, Marco-Lajara D, Sabater-Sempere V, García-Lillo F (2013) Does training influence organizational performance? Analysis of the Spanish hotel sector. *Eur J Train Dev* 37(4):380–413
- [10] Kraiger K (2014) Looking back and looking forward: trends in training and development research. *Hum Resour Dev Q* 25(4):401–408