

Human Resource Management

Unit-III

Training and Development

Training:

Training is a systematic process of developing employee skills and knowledge to improve their job performance. The employer organises training for his employees to increase their job knowledge, skills and improve their attitude and knowledge.

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

Objectives/goals/purpose of training:

1. **Improved quality of work:** Training focuses on specific areas and improves employee skills. It enables employees to improve their quality of work.
2. **Enhance employee growth:** Employees who undergo training become better at their job. They enables them to get promoted and grow in their career.
3. **Prevents obsolescence:** Training imparts knowledge on latest skills and techniques. The employee becomes upto date with the latest technology and trends. Thus it prevents obsolescence of employee skills.
4. **Assisting new comers:** Training programmes help new employees to known the methods of working, new technology, the work culture of the company etc., they become productivity in a short span and can start performing quality.
5. **Bridging the gap between planning and implements:** Plan state the targets to be achieved within specific time. Through training the job knowledge and performance improve. Employers meet their technologies and enable implementations of plans.
6. **Improved Safety:** Training programme inform the risk involved Involved in jobs and safety measures to be adopted. This helps to improve safety in the work space and avoid accidents.

Need and Importance of Training:

1. **Improved quality:** Organisations aim to improve the quality of their products and services. Training imparts skills on efficient methods and techniques. This enables employees to produce better quality goods and services.
2. **Higher productivity and profits:** Trained employees have the knowledge and skills required to perform their task. They can produce at a faster rate resulting in higher production and productivity of the firm. This result in higher sales and profits.
3. **Reduced cost:** Training improves the ability of employees to use resources in the best manner. Wastages are avoided and all facilities are used in on optimum manners. This enables economy in operation and reduced cost.
4. **Reduced Supervision:** Training improves the job knowledge and confidence of employees. They can perform task on their own and do not require continue guidance. Therefore the time spent on supervision and the number of supervisors required is less.
5. **Skill improvement:** Training improves the skill level of employees. It enables them to identify and eliminate the weaknesses. This results in a reliable and capable workforce.
6. **Improved Performance:** A trained employee is aware of his role and responsibilities. He knows the tools and techniques to be used an confident of his abilities. This results in improved performance on a consistent basis.
7. **Higher employee satisfaction:** Training improves job knowledge, confidence and performance. Employees feel that the organisation in interested in their growth and welfare. This improves the job satisfaction of employees.
8. **Improved Safety:** Lack of knowledge in safe handling of machines and safety measures lead to accidents. Trained employees take safety precautions and handle machines in a proper manner. Chances of accidents can be reduced and work sport made safer.
9. **Better Adaptability:** Through training, employees are equipped with latest skills, knowledge and technology they would have better capacity to adapt to modern trends and new methods of working.

10. **Better Morale and Motivation:** Training develops positive attitude, job satisfaction, higher earnings, carrier growth and better job security. All this improve the morale and motivation of employees.

Process of Training or Steps involved in training:

Assessment of Training Needs: It is the first step of Training needs. Training needs of the organisation is based on its objectives, resources and its environment. Training needs of employees is based on the position, function, experience and stage in the career.

Setting of Training Objectives: The training objectives should be based on the objectives of the firm and its environment. They can be short term or long term. Short term training objectives relate to improving employee skills, efficiency and team spirit. Long term training objectives relate to improving competencies, creativity, innovation and learning ability.

Selection of Training Methods: Training can be either on the job training or off the job training. Each training method is distinct and offer specific benefits. The training method for operative level employees and executive level employee would be different.

Conduct of Training: Training can be conducted by internal experts who are the employees of the firm. If internal experts are not available, external experts can be hired. If facilities are available training can be conducted within the company. If not, it can be conducted in an external setup.

Evaluation of training programme: After training is conducted, the result of the training programme has to be measured. It can be done by collection feedback from the trainees. The feedback can relate to usefulness of the programme, its practical relevance, ability of the trainer, training setup etc. Training programmes can also be evaluated based on change in the attitude and behaviour of employees.

Methods of training or Training of operative employees

ON THE JOB TRAINING METHODS:

Apprenticeship Training: The trainee (apprentice) learns the job from the trainer who is a senior worker. The trainee has to spend a specific time period and observes the trainer doing the job. He gets practical training tools and equipment. The employee is paid a stipend until he completes training.

Job Rotation: On employees transferred from one job to another for a fixed period of time he becomes skilled in performing a variety of jobs. The objectives of job rotation are to widen the job knowledge and skills of employees. Job rotation enables employees to become versatile and improve organisational flexibility.

Vestibule Training: Training is provided in a training school run by the company. An atmosphere similar to the real job environment is created in terms of equipment, tools, noise, lightning etc., Trainees gets an idea about what the real job situation will be like. This method is suitable to train semi-skilled workers.

Job Instruction Training: The trainee is informed about the nature of job and its purpose. The trainer demonstrates the methods of doing the job and trainee observes it.

Under Study: A junior employee (Trainee) is deputed to work under a senior employee (Trainer). The Trainee would be taking over the role of senior employee after the training period. The trainee observes the trainer doing the job, interacting with others and solving problems and learns from it.

Coaching: The trainer who is a senior employee or supervisor provides direct instruction to the trainee. He teaches the trainee the method of doing a job and solving problems. The trainee can clear his doubts then and there. The merits are direct interaction and better understanding while the demerit is that some supervisors may neglect coaching.

OFF THE JOB TRAINING METHODS:

Lectures: The trainer provides information to trainees to through oral interaction. Lectures can be given by experienced employees or by outside experts. Trainees can also be provided training materials in the form of printed notes or CD's. The advantages are that it enables interaction, trainees can clear their doubts immediately and large number of people can be trained.

Computer based training: It is training imparted through computers. Training material and lectures are delivered through computers or smart phones. The trainee can learn at his own convenient time and pace.

Video based instructions: Videos on various job related skills are prepared and exhibited to trainees. It is an interesting methods when compared to lectures. It improves specific job related skill.

Executive Development: Executive development is a planned programme for developing the conceptual, decision making and leadership abilities of managers. The objectives of executive development programmes are to enable managers realize and reach their full potential.

Techniques or Methods of Executive Development

ON THE JOB METHODS

- I. Coaching
- II. Job Rotation
- III. Under Study
- IV. Junior Board
- V. Committee Assignments
- VI. Special projects

OFF THE JOB METHODS

- I. Lectures
- II. Conference
- III. Readings
- IV. Role playing
- V. Case Study
- VI. Counselling
- VII. Simulation
- VIII. In basket training
- IX. Business games
- X. T group or Sensitivity training

Importance of Training and Development Programs

1. **Feedback from trainees:** Interviews can be conducted or questionnaires' can be circulated among trainees to know their opinion about training programmes. Their views on the relevance and usefulness of training in terms of content, duration, practicality has to be assessed. Based on the feedback, are requiring improvement can be identified. This information can be used in designing future Training programs.
2. **Learning:** An important objective of training and development is to ensure learning of new skills and knowledge. Therefore it should be

assessed the extent to which trainees have gained new skills and knowledge.

3. **Changes in Attitude and Behaviour:** Training should create positive changes in the attitude and behaviour of employees it should improve the interest in the job commitment and willingness to put in their best efforts. If the attitude and behaviour of trainees show improvement, it implies that the training has been effective.
4. **Other outcomes:** The other outcomes of training and development which can be used to evaluate its effectiveness are:
 - A. Improvement in Production and Productivity
 - B. Quality Improvement
 - C. Reduction in Wastages
 - D. Decline in Absenteeism
 - E. Reduction in Labour Turnover
 - F. Improved Quality of Decisions
 - G. Better Analytical Skills
 - H. Improved Conceptual Skills
 - I. Capacity for Career Growth
 - J. Reduction in Accident Rate
 - K. Better Relation among members of the organisations
 - L. Improved Team Spirit and Employee Engagement
 - M. Improved Rate of Innovation
 - N. Better Capacity to Adopt to Implement Change.

Promotion

Promotion may be defined as an upward movement of an employee's position in the enterprise. An employee who has been promoted moves to a higher level job that gives higher salary, greater authority and accountability as well.

Needs or Requirements of Promotion:

1. Vacancies arise in any organisation due to the retirement, resignation, death or disablement of employees. Usually, when a higher post is vacant, it may be filled up from within the organisation. For ex: If the sales manager retires, the senior most sales officer may be made the sales manager.

2. An employee may be given promotion in recognition of his meritorious service to the enterprise. This is done to honour the employee who has served the enterprise for a longer period.
3. Opportunities for promotion also induce the employees to put in greater efforts to acquire higher qualifications and to enhance their skills. This benefits not only to the individual employee but the organisation as well.
4. Promotion is also necessary to keep the level of job satisfaction and morale of the employees high. The employee, obviously, will have a higher level of job satisfaction and morale only if he is assigned a job commensurate with his qualification and experience.
5. An organisation that does not provide any scope of promotion for its employees may have to face a higher rate of labour turnover, i.e, employees resigning their jobs.

Criteria for Promotion:

- I. Seniority
- II. Merits

Seniority: The length of service of the employee in the present organisation determines his 'seniority'.

Merits: The 'merit' of the employee is determined by his performance. Weightage may also given for his qualification and academic achievements.

Merits of seniority based –promotion

1. Determining the seniority of an employee is quite simple. As the length of service decides seniority, the employer can very easily find out from the records who, among the employees of the enterprise, are the senior most.

2. Such a criterion does justice to all the employees of an enterprise. Even a junior employee of today will become senior in course of time. Thus, all the employees have a fair chance of getting promotion opportunities.

3. In the case seniority based promotions, experienced employees will be in holding higher positions and youngsters will be working under them. Such an atmosphere is quite a natural one and goes well with the principle of natural justice.

4. As due weightage is given for experience, it will motivate employees to stick on to their jobs. This will reduce labour turnover.

5. Recognition of seniority will also motivate the employees of a concern. This is possible because they will work with an anticipation of promotion.

Demerits:

Seniority-based promotion, however, suffers from the following limitations:

1. It ignores the merits of an individual.
2. As the organisation does not recognise merit, it cannot attract meritorious and deserving persons.
3. Performance is not actually determined by one's experience. It depends much on the merits of a person. A senior employee need not be a good performer.
4. The juniors in the enterprise do not have any change to get promoted in the near future even if they are meritorious. They may have to wait for the seniors to retire to get promoted. As a result, they may not work to their potentials.
5. Seniority-based promotion may not encourage employees to enrich their qualifications and skills, as it is not going to be of any use to them.

Advantages of Merit-Based Promotion

- a. The enterprise can attract talented and meritorious persons.
- b. It will encourage employees to enrich their qualifications and skills.
- c. There will be maximum efficiency as only meritorious persons are promoted to higher positions.
- d. It also encourages healthy competition among the employees. Each one will try to prove his worth to the organisation.

Disadvantages:

- a. It ignores experience.
- b. Determining the merit of an employee is difficult.
- c. A situation of seniors working under juniors may sometimes arise when a junior is found to be more deserving and promoted to a higher post.
- d. It is also possible that an employee who is found to be very efficient in the present job may fumble when promoted to a higher post due to lack of experience.

TRANSFER

Transfer of an employee takes place when he is shifted.

- i. From one section to another- A record clerk in an office may be transferred to cash section.
- ii. From one department to another- A Mathematics professor in a college may be transferred from the Maths Department to the commerce Department to teach maths for the commerce students.
- iii. From one branch to another- The Clerk in a nationalised bank in, say, Anna Nagar Branch in Chennai may be transferred to the T. Nagar Branch.
- iv. From one town to another- The employees in State Government service in Tamil Nadu are liable for transfer to any place within Tamilnadu.
- v. From one state to another- The employees in the Central Government service in India are liable for transfer to any State within India.

Reasons of Transfer:

- 1. Transfer due to vacancy:** When an employee is considered surplus in the place where he is presently working and there is a vacancy in another place where the enterprise has its office or branch, the employee may be transferred to such other place.
- 2. Promotion Transfer:** An employee getting promotion, say, as Branch Manager may be transferred to a branch that requires a Manager. Such a transfer is called promotion Transfer.
- 3. Compulsory Transfer:** If the organisation has a policy of transferring its employees at regular intervals to different places, the employees must accept such a transfer. For example, the teachers in the State Government service in Tamil Nadu will be transferred once in five years within the State.
- 4. Punishment Transfer:** An employee showing negligence in his duties may also be transferred as a measure of punishment. Such a transfer is called punishment.
- 5. Request Transfer:** Transfer may also take place when an employee, due to personal reasons, requests his/her employer to transfer is called Request Transfer.
- 6. Mutual Transfer:** Sometimes, they may be two persons working for the same organisation in two different places and each of them may be willing to get transferred to place of the other.

