

Meaning and Definition of Training

Training is the important subsystem of human resource development. Training is a specialized function and is one of the fundamental operative function and is one of the fundamental operative functions for human resource management.

Training is a short-term process utilizing a systematic and organized procedure by which non-managerial personnel acquire technical knowledge and skills for a definite purpose. It refers to instruction in technical and mechanical operations, like operation of some machines. It is designed primarily for non-managers, it is for a short duration and it is for a specific job-related purpose.

According to Dale S Beach, "Training is the organized procedure by which people learn knowledge and for skill for a definite purpose."

According to Planting, Cord and Efferson, "Training is the continuous, systematic development process among all levels of employees of that knowledge and their skills and attitude which contribute to their welfare and that of the company."

According to Chowdhary D.P. "Training is a process which enables the trainees to achieve the goals and objectives of their organizations."

According to Schermerhorn, Hunt and Obsorn, "Training is a set of activities that provides the opportunity to acquire and improve job-related skills."

According to Robert N. Lussier, "Training is the process of acquiring the skills necessary to do the job."

In other words, training improves changes, moulds the employees knowledge, skill, behavior aptitude, and attitude towards the requirements of the job and organization. Training refers to the teaching and learning activities carried on for the primary purpose of helping members of an organization, to acquire and apply the knowledge, skills, abilities and attitudes needed for a particular job and organization.

Thus, training bridges the differences between job requirements and employees, present specifications.

Features of Training

- 1) Training objectives are tied to organization's business objectives and industry skill standards.
- 2) Training objectives are derived from and continuously aligned with the organizations overall performance objectives and specific job requirements.
- 3) Training success is tied to the attainment of performance-based measurable learning objectives that are linked to industry skill standards.
- 4) Programs are developed with input from management supervisors, and employees or their representatives.

- 5) Training curricula, structure, and delivery methods reflect the workplace and its requirements.
- 6) Training curricula, structure, and delivery methods are appropriate to the organization's organizational structure, work processes, and culture and training activities. Incorporate and draw on and organization's work process, tasks and materials.
- 7) Training addresses both occupational skill requirements and the underlie them.
- 8) Training supports forms of work organization that emphasize broadening employ skills and empowering employees.
- 9) Training activities are interactive and experiential, and include regular opportunities to integrate the knowledge and skills learned into solving problems commonly encountered on the job.
- 10) Training is modular so it can be adapted to workplace schedules.

TRAINING INPUTS

There are three basic types of inputs.

- 1) Skills,
- 2) Attitudes, and
- 3) Knowledge.

The primary purpose of training is to establish a sound relationship between the worker and his job – the optimum man- task relationship. Such a relationship is at its best when the worker's attitude to the job is right, when the workers knowledge of the job is adequate, and he has developed the necessary skills.

Training activities in an industrial organization are aimed at making desired modifications in skills, attitude and knowledge of employees so that they perform their jobs most efficiently and effectively.

1) **Skills:** Training activities nowadays encompass activities ranging from the acquisition of a simple motor skill to a complex administrative one. Training an employee for a particular skill is undertaken to enable him to be more effective on the job. For example, new workers can be trained to achieve levels of output attained by experienced older workers .Similarly existing workers whose levels of output are below par can be retained.

2) **Attitudes:** Through orientation (induction) programmes, organization develops attitudes in new employees which are favorable toward the achievement of organizational goals. Training programmes in industry are aimed at molding employee attitudes to achieve support for company activities, and to obtain

better cooperation and greater loyalty.

3) **Knowledge:** Training aimed at imparting knowledge to employees in the organization provides for understanding of all the problems of modern industry. This knowledge for a worker is specific to his job, and related broadly to plant, machinery, material product, and quality and standard of product. Knowledge for managerial personnel may be related to complexity of problems in organizing, planning, staffing, directing and controlling.

In general, training initiated for imparting knowledge to employees should consider three aspects:

- (a) Knowledge in general about factory and work environment- job context.
- (b) Specific knowledge related to job- job context.
- (c) Knowledge related to quality and standards of product or quality of work.

Need for Training

Every organization should provide training to all employees irrespective of their qualification, skill, suitability for the job etc. Training is not something that is done once to new employees; it is used continuously in every well run establishment. Further, technological changes, automation, require up-dating the skills and knowledge. As such an organization has to retain the old employees.

Specifically, the need for training arises due to the following reasons:

(i) **To Match the Employee Specifications with the job Requirements and Organizational Needs:** An employee's specifications may not exactly suit to the requirements of the job and the organization irrespective of his past experience, qualifications, skills, knowledge etc. Thus management may find deviations between employee's present specifications and the job requirements and organizational needs. Training is needed to fill these gaps by developing and molding the employee's skill, knowledge, attitude, Behavior etc., to the tune of job requirements and organizational needs.

(ii) **Organizational Viability and the Transformation process:** The primary goal of

most of the organizations is their viability and efficiency. But the organizational viability is continuously influenced by environmental pressures. If the organization does not adapt itself to the changing factors in the environment, it will lose its market share. If the organization desires to adopt these changes, first it has to train the employees to impart specific skills and knowledge in order to enable them to contribute to the organizational efficiency and to cope with the changing environment. In addition, it provides continuity to the organization process and development. The productivity of the organization can be improved by developing the efficiency of transformation process which in turn depends on enhancement of the existing level of skills and knowledge of the employees. The achievement of these objectives mostly depends on the effectiveness of the human resources that the organization possesses. Employee effectiveness can be secured by proper training.

(iii) **Technological Advances:** Every organization, in order to survive and to be effective, should adopt the latest technology i.e., mechanization, computerization and automation. Technology alone does not guarantee success unless it is supported by people possessing requisite skills. So, organization should train the employees to enrich them in the areas of changing technical skills and knowledge from time to time.

(iv) **Organizational Complexity:** With the emergence of increased mechanization and automation, manufacturing of multiple products and by-products or dealing in services of diversified lines, extension of operations to various regions of the country or in overseas countries, organization of most of the companies has become complex. This leads to growth in number and kind of employees and layers in organizational hierarchy. This in turn, creates the problems of coordination and integration of activities at various levels. This in turn, creates the problems of coordination and integration of activities at various levels. This situation calls for training in the skills of co-ordination, integration and adaptability to the requirements of growth, diversification and expansion. Companies constantly search for opportunities to improve organizational effectiveness. Training is responsible for much of the planned change and effectiveness in an organization as it prepares the people to be the change agents and to implement the programmes of effectiveness.

(v) **Change in the Job Assignment:** Training is also necessary when the existing employee is promoted to the higher level in the organization and when there is

some new job or occupation due to transfer. Training is also necessary to equip the old employees with the advanced disciplines, techniques or technology.

IMPORTANCE OF EMPLOYEE TRAINING

Training is the most important activity or plays an important role in the development of human resources. To put the right man at the right place with the trained personnel has now become essential in today's globalized market. No organization has a choice on whether or not to develop employees. Therefore, training has nowadays become an important and required factor for maintaining and improving interpersonal and inter-group collaboration.

Reduction in Cost of production: Efficient workers do their works in the best possible manner. They make the maximum utilization of materials and machines. Thus, the cost of production is reduced.

Maximum Utilization of Materials and Machines: Training teaches the employees of the enterprise the method of doing their job in the best possible manner. As a result of it they make the best possible utilization of the materials and machines of the enterprise available to them.

Minimum possibility of Accident: Trained workers know the methods of doing their jobs in the required manner. The know-how to use the machines in the best possible manner. It reduces the possibility of accidents to the minimum.

Stability in Organization: Training brings stability in organization, because it reduces the rate of absenteeism and labor turnover. It enables the workers to do their works in the absence of any supervision. It brings stability in the organization.

High Morale: As the trained workers are capable in doing their jobs in most suitable manner and can understand the procedures and methods easily, it increases their morale. It gives them satisfaction in their work.

Improvement in the Quality and Quantity of production: Training increases the efficiency of employees which increases the quality of production and improves its quality.

Difference between Efficient and Inefficient Employees: Training provides an

opportunity to evaluate the ability and capability of all the employees. An efficient employee learns the methods to do a work efficiently while an inefficient employee learns the methods to do a work very late. Thus, training provides an opportunity to measure the efficiency of workers, In efficient worker may be allocated some light job to do.

Minimum Need of Supervision: A trained worker can do his work himself efficiently. Thus, the training reduces the need of supervision to minimum.

Helpful to Managers: As there is minimum need of supervision, it helps the managers of the enterprise to concentrate upon the important problems of enterprise. They have not to waste their valuable time on supervising the workers.

Increase in Understanding: Trained workers can learn the methods and procedures of production quickly. Training improves the power of understanding among them. They can follow the technical attitudes and changes themselves easily and quickly.

Team Spirit: Training helps in including the sense of team work, team spirit and inter-team collaborations. It helps in including the zeal to learn within the employees.

Organization culture: Training helps to develop and improve the organizational health culture and effectiveness. It helps in creating the learning culture within the organization.

Organization climate: Training helps building the positive perception and feeling about the organization. The employees get these feelings from leaders, subordinates and peers.