



## TRAINING: A KEY COMPONENT OF HUMAN RESOURCE DEVELOPMENT INITIATIVES

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### ABSTRACT

In present scenario of business world human resource development plays a vital role to gain the competitive advantage, high employee morale and employee retention. Many organizations focus on developing their human resources in order to gain more customer/client satisfaction. Training is one of the key components in human resource development which aims at imparting the required skills, knowledge, behaviors and attitudes in work place. With the emergence of information technology, many changes have been taken place; webinars, social networking and you tube are playing a role in present scenario of training. This paper aims at projecting the training as a key component to the human resource development and focuses mainly on training process, benefits, methods, existing trends, changes in shaping the skill set and behavior of the employee in the organizations.

**Keywords:** Human Resource Development, Training, Webinars.

### INTRODUCTION

The human resource development plays a vital role in human resource management, employee individual development as well as organization's development. The development of employees is commonly known as human resource development and it is a continuous process that analyzes the requirements, forecasts and projects the organization's future human resources. The human resource development is a process that seeks to optimize the use of human resources in the organization, it provides the framework for helping employees develop their personal and organizational skills, knowledge and capabilities including such opportunities as employee training, coaching, mentoring, employee career development, succession planning, key employee identification, tuition assistance and organization growth.

Human resource development can be defined as "The process of increasing the capacity of human resource through development. Thus it is the process of value addition to individuals, teams or an organization as a human system".

*-The American Society for Training and Development.*

Human resource development helps an organization by providing competitive employees, creating opportunities for career development, improves employee commitment, job satisfaction, and facilitates change management.

Major human resource development instruments are training and development, performance appraisal, potential appraisal, counseling and feedback, role analysis, career planning and development, quality of work life, competency mapping, etc. Among these training plays a crucial role in developing human resources in an organization.

## **TRAINING**

Training is the process of enhancing knowledge, developing the skills, bringing about attitude, behavioral changes and boosting the potentiality of the employee to perform tasks effectively and efficiently in organizations (Wills 1994, Robert *et. al.*, 2004).

“Training is systematic development of knowledge, skills and attitudes required by an individual to perform adequately a given task or job”.

- Michael Armstrong

“Training is the act of increasing knowledge and skills of an employee for doing a particular job”.

- Edwin B Flippo

### **1. Perspectives on Training**

Training improves a person's skill at a task. Training helps in socially, intellectually and mentally developing an employee, which is very essential in facilitating not only the level of productivity but also the development of personnel in any organization. (Oatey1970).

Training is a systematic experiences or opportunities designed to modify behavior in order to achieve a stated objective. (Hesseling 1971).

Employee training and development is a work activity that can make a very significant contribution to the overall effectiveness and profitability of an organization. (Adeniyi 1995).

In the continuous changing scenario of business world, training is an effective measure used by employers to supplement employee's knowledge, skills and behavior. Seyler (Holton III, Bates, Burnett and Carvalho1998).

Training and development is a continuous process, the need to perform one's job efficiently and the need to know how to lead others are sufficient reasons for training and development and the desire to meet organization's goals of improved productivity, makes it compulsory. (Akinpeju1999)

Training aims to improve competencies such as technical, human, conceptual and managerial for the furtherance of individual and organization growth. (Oribabor 2000)

The process of training is an avenue to acquire more and new knowledge and develop further the skills and techniques to function effectively. (Isyaku, 2000)

The main goal of training is to share, obtain and developing the required skills in order to assist organizations achieve their goals and create competitive advantage by adding value to their key resources – i.e. managers. (Stavrou *et. al.*, 2004).

The effective training improves the culture of quality in business, employees, and ultimately the final product. (Echard and Berge, 2008). An educated and well trained employee is considered to be essential to the maintenance of a business firm's competitive advantage in a global economy. (Huang, 2001).

## 2. Benefits of Training

Formal training programmes are an effective way of directly transferring the organizational goals and values to a whole group of people simultaneously (Shen, 2006; Harzing, 2004). Training can develop managers at all levels including the knowledge and skills required to gain competency in order to manage change in organization in any business environment (Stewart, 1996; John, 2000).

The training of employees in organization increases higher productivity through better job performance, more efficient use of human resources, goals and objectives more effectively met, reduced cost due to less employee turnover, reduced errors, reduced accidents and absenteeism, more capable and retention of the existing staff. (Hellriegel *et. al.*, 2001).

Training is an opportunity for promotion and self-improvement, improved job satisfaction through better job performance, a chance to learn new things and there is greater ability to adapt and cope with changes (John *et. al.*, 2002).

### Benefits to the organization

- Better knowledge and skills of the job at every level.
- It increases the morale of the employee.
- Assist the staff to identify the goals and objectives of the organization.
- Increases superior-subordinate relationship (Mestry, 2012).
- It supports to understand and adopt the policies, strategies of the organization.
- It improves the efficiency of decision making and problem solving capability.
- Encourages development with a view to advancement in the career.
- Plays a major role in the development of leaders and managers.
- Improves productivity, quality of work and quality of work life.
- It helps in cost reduction.
- Helps in better communication between groups and individuals.
- Eliminates the costs of external consultants (Garavan, & McGuire 2010).

### Benefits to the Employee

- It helps the employee in problem solving and decision-making capacity.
- Enhances confidence, assertive position and development.
- Create leaders and getting better communication skills.
- Increases the intensity of job satisfaction.
- Empowers the achievement of personal goals.
- Eliminates fears and ineffectiveness or individual unfamiliarity (Lincoln, & Lynham, 2011).

## 3. The Process of Training

Training should be conducted in a systematic manner so as to derive expected benefits out of it. There are four key stages in the process of Training, namely:

- a. Assessment of training program needs.
- b. Designing the training program.

c. Implementation of the training program.

d. Evaluation of the training program.

### **Assessment of Training Program Needs**

**“Training Needs Assessment” (TNA)** is the method of ascertaining if a training need exists and, if it does, what training is needed to fill the gap. Need for the training is identified on the basis of organizational analysis, departmental analysis, job analysis and man analysis. Training programme, training methods and course content are to be planned on the basis of training needs. Training needs are those aspects essential to execute the job in an organization in which employee is lacking attitude/aptitude, knowledge and skills.

### **Training needs = Job and Organizational requirement – Employee specifications**

Training needs can be identified through identifying the organizational needs based on:

**i. Organizational Analysis:** This includes analysis of objectives, resource utilization, environmental scanning and organisational climate: Organizational strengths and weaknesses in different areas like accidents, excessive scrap, frequent breakage of machinery, excessive employee turn-over, market share, and other marketing areas, quality and quantity of the output, production schedule, raw materials and other production areas, personnel, finance, etc.

**ii. Departmental analysis:** Departmental strengths and weakness including special problems of the department or a common problem of a group of employees like acquiring skills and knowledge in operating computer by accounting personnel.

**iii. Job Role Analysis:** This includes study of jobs/roles, design of jobs due to changes, job enlargement, and job enrichment etc.

**iv. Manpower Analysis:** Individual strengths and weaknesses in the areas of job knowledge, skills etc and identifying the expected behaviors needed to perform the given job or task.

### **Designing the Training program:**

A training design is basically an outline of all the “what, where, who, when and how” details of the training used by coordinators, curriculum developers, and trainers. There are five major elements of a training design:

**Learning Outcomes:** What can participants do as a result of completing the training?

**Training Materials:** What materials need to be developed and what will the materials include?

**Trainers and Content Experts:** Who will facilitate the training and act as content experts to review materials?

**Training Methods:** What methods will be used so that participants meet the learning objectives and learn the content most effectively?

**Logistics:** Where and when will the training take place? Who will be invited and how will they be notified? Will a per diem be paid to participants? Etc. Optimally, the results of a needs assessment inform these five training design components. For example, if we know the

gap between what a target audience knows and what it needs to know, we can write learning outcome statements that precisely meet their job-related needs. Needs assessment will also assist in determining who will be content experts for the training, and whether a course should be one, three, or five days long.

In this phase, the training programme should be designed based on the objectives and goals of the training by considering the abilities of the employee to learn the skills and to use them effectively and to make the most efficient use of resources possible. It is also important that employee is to be motivated by the training experience.

The goals and objectives of the training should directly relate to the needs of the training which should specify the behavior and skills that have to be changed as a result of training.

Factors considered in designing the training programme are:

**i) Level of participants:** The level of participants assessed through some pretests. An area of consideration affecting the choice of a training programme is trainee characteristics, specifying the number of employees who need training, their ability levels, and individual differences in training needs. If an organization's objective is to implement major changes, everyone in it should be involved.

**ii) Training period:** The duration of training varies with the skill to be acquired, the complexity of the subject, a trainee's aptitude and ability to understand, and the training media used. Generally, a training period should not be unduly long; if it is, trainees may feel bored, uninterested.

**iii) Content of the programme:** There are four basic areas of the training programme content. Each represents a type of behavior or material to be learned. The four content areas are, information, acquisition of skills, attitudinal change, decision-making and problem solving skills. In practice, training programmes often incorporate more than one type of training content.

**iv) Effective training methodology:** The appropriate training methodology is decided on various factors like the nature of the topic, time, and receptivity level of participants and availability of faculty resources. We are all living in the days of specialization. An integrated programme has to be prepared with the cooperation of all the specialists.

**v) Responsibility for training:** Training is the responsibility of four main groups: a) The top management, which frames the training policy; b) The personnel department, which plans, establishes and evaluates instructional programmes. c) Supervisors, who implement and apply developmental procedure; d) Trained employees, who provide feedback, revision and suggestion for corporate educational endeavors.

**vi) Principles of training:** There are three basic principles, which should be kept in mind for effective training: 1. Training is most effective when the learning experience occurs under conditions identical with those the trainee will encounter on the job. 2. Training is most effective when some individual in the organization is held responsible for the progress of the learner. 3. Training is most effective if the learner is given helpful, friendly and personal instruction.

**vii) Evaluation system:** Designing an evaluation system well in advance perhaps helps trainers to consolidate their efforts in the right direction for its effectiveness.

**viii) Budget provisions:** Budget provisions are the key factors in designing training programmes. The programmes, faculty resources, methodology etc. are all decided based on funds available in the budget. Budget size is likely to increase as a function of the number of trainees, organizational level of trainees and extensiveness of training needs.

### **Implementation of Training programs**

An effective training programme requires an effective implementation by adopting suitable method of training. The forms and types of employee training methods are inter-related. It is difficult, to say which of the methods or combination of methods is more useful method than the other. Training methods and techniques should be selected carefully and used in right context so that they are helpful in the learning process. It is trainer's job to make all possible efforts to make learning more effective and interesting. It is necessary to use training aids and equipment to enhance the intensity and pace of learning. Basically training methods are of two types: on- the job and off- the job training.

### **Evaluation of Training programs**

The training programmes have to be evaluated in terms of training transfer. Evaluation of training is an attempt to obtain information and feedback on the effectiveness of the training programme and to assess the value of the training. Training programmes are evaluated to determine the extent of fulfilling training needs and objectives, quality of training, impact of training on employee behavior and performance. The success of the training programs can be assessed by using the four level model developed by Donald Krikpatrick (1994), the four level of evaluation includes employee reactions, learning, behavior and results during their work performance after training. Evaluation determines the effect of training at individual, departmental and organizational levels.

## **4. Methods of Training**

Two types of Training methods are provided in the organizations. They are: On the job and Off the job Training methods.

### **a. On the job Training**

On the job training is a method where the trainee develops skills in the real work environment by actually using the machinery and materials during the training. Various on the job training methods are

- Job Instruction Training
- Apprenticeship
- Coaching
- Mentoring
- Job rotation
- Internship
- Committee assignment

**i. Job Instruction Training:** It is a step by step on the job training method in which a trainer prepares a trainee with an overview of the job, its purpose, and the results desired, demonstrates the task or the skill to the trainee, makes the trainee to perform the demonstration on his or her own, and follows up to provide feedback and help.

**ii. Apprenticeship:** Apprenticeship is a system of training a new generation of practitioners of a skill. Generally this method of training exists in those trades, crafts and technical fields in which a long period is required for gaining proficiency. The trainees serve as apprentices to experts for long periods. They have to work in direct association with and also under the direct supervision of their masters. The object of such training is to make the trainees all-round craftsmen.

**iii. Coaching:** Coaching is a one-to-one training. It helps in quickly identifying the weak areas and tries to focus on improving them. It also offers the benefit of transferring theory learning to practice.

**iv. Mentoring:** The mentoring focuses on developing an attitude towards achievement of organizational goals. It is used for managerial employees. Mentoring is done by a senior person.

**v. Job rotation:** It is the process of training employee by moving them through a series of related jobs. Rotation not only makes a person well acquainted with different jobs, but it also alleviates boredom and allows to develop rapport with a number of people.

**vi. Internship:** This training is conducted to offer practical knowledge to the students, where in the advanced theoretical knowledge is backed up by the practical experience of the job.

**vii. Committee assignment:** A group of trainees are asked to solve a given problem by discussing the problem. This helps to improve the team work.

## **b. Off the job Training**

Off the job training programs are conducted outside the normal work location. The training space was set away from the work site, such as organization cafeteria, meeting rooms, etc. Various off the job training methods are:

- Lectures and conferences
- Simulation exercises
- Vestibule training
- Behavior modeling
- Sensitivity Training

**i. Lectures and conferences:** Lectures and conferences are the traditional and direct method of instruction. Every training programme begins with lecture and conference. It's a verbal presentation for a huge audience. However, the lectures have to be motivating and creating interest among trainees. The trainer must have considerable in depth knowledge and experience in the subject.

**ii. Simulation exercises:** Simulation is any artificial environment exactly similar to the actual situation. There are four basic simulation techniques used for imparting training: management games, case study, role playing, and in-basket training.

- (a) **Management Games:** Effectively designed games help to inculcate thinking habits, analytical, logical and reasoning capabilities, importance of team work, time management, decision making, communication and leadership capabilities. Use of management games can encourage novel, innovative mechanisms for coping with stress.
- (b) **Case Study:** Case studies are prominent examples which give an insight into the context of a problem as well as emphasizing the main point. Case Studies are trainee centered activities based on topics that demonstrate theoretical concepts in an applied setting.
- (c) **Role Playing:** Each trainee takes the role of a person affected by an issue and studies the impacts of the issues on human life and/or the effects of human activities on the world around us from the perspective of that person.
- (d) **In-basket training:** In-basket exercise, also recognized as in-tray training, consists of a set of business papers which may include e-mail SMSs, reports, memos, and other items. Now the trainee is asked to prioritize the decisions to be made immediately and the ones that can be delayed.

**iii. Vestibule training:** In vestibule training, the workers are trained in a prototype environment on specific jobs in a special part of the plant. An attempt is made to create working condition similar to the actual working conditions. After training the employee in such conditions, the trained employee may be put on similar jobs in the actual work place.

**iv. Behavior modeling:** Behavior Modeling uses the innate inclination for people to observe others to discover how to do something new. In this method, some kind of procedure or behavior is videotaped and then is watched by the trainees. The trainee first observes the behavior modeled in the video and then reproduces the behavior on the job.

**v. Sensitivity Training:** Sensitivity training is also known as laboratory or T-group training. This training is about making people understand about themselves and others reasonably, which is done by developing in them social sensitivity and behavioral flexibility. It is ability of an individual to sense what others feel and think from their own point of view.

#### **4. Impact of Information Technology on Training Methods**

Information technology has drastically modified the working patterns of industry and the lifestyle of people. Information Technology plays a major role in analyzing training and development needs and assessing the employee performance after the training and development.

##### **Some of the training programmes involved by Information technology:**

- **Computer assisted training:** Computers are used in support of more traditional training approaches. This support was initially the inclusion of computer requirements and mini-



programs in multimedia learning packages, extending the audio and video elements to the much more flexible computer.

- **Computer based training:** Computer-based training (CBT) also known as e-learning, found itself most useful in private industries or the government. “E-learning refers to the delivery of training or education through electronic media. CBT extends significantly the involvement of the computer in training, particularly self-learning and self-development approaches and all indications are that this could be a significant learning force in the future. The programs nowadays customarily consist of a computer package, usually on CD-ROM or interactive CD-ROM, perhaps supported by text and/or video material, questionnaires, projects and activities.

- **Web and internet based training:** The biggest revolution in the world of training and development in recent years has been increased and increasing use of the internet to transport training programs to trainees, whether they are individuals or groups within an organization, although not necessarily a group that has come together for training. This approach started quite simply with real time, e mail contact between a self-learning, open learning program learner and the central expert or supporting trainer/manager.

- **Programmed instruction:** In the 1950s, B.F. Skinner introduced programmed instruction (PI) with his patented teaching machine. Initially, his teaching machine would recognize correct answers and progress to the next. If an answer was wrong, the machine would explain the correct answer. Typically, information to be learned with PI is taught in pieces. Trainees are tested after each piece of material is presented. PI has developed more so as technology advances. For instance, PI can be seen in the latest training technologies such as online courses.

- **Intelligent Computer Assisted Instruction:** After commercial computers were released in the 1950s, IBM launched the Course writer 1 in the 1960s. This is considered to be the first paradigm of intelligent computer-assisted instruction (ICAI). Based on the trainees’ interactive responses, this type of CBT is personalized in that it tailors assistance to the trainees’ needs with characteristics similar to that of a human tutor. ICAI helped cultivate intelligent tutoring systems (ITS). These systems are a spinoff of the ICAI and demonstrates a more advanced approach. It operates in a way that “learns’ the best methods to facilitate training based on the trainee’s response,” Employees have found this method advantageous in that ITS effectively corrects wrong answers or perceptions.

- **Simulations and Virtual Reality:** As mentioned earlier, simulations mimic real world job situations for trainees. A more sophisticated simulation is known as virtual reality (VR). Computer simulation in the form of virtual reality often requires the trainees to wear specialized equipment and interact with objects in a virtual environment that is similar to the situation that will be encountered back on the job. An example of VR is aircraft training.

## 5. Most Recent Trends in Training

- **Intranet:** Intranets are utilized via a company portal and are used to share information within an organization.

- **Webinar:** Webinars are a form of web conferencing via slideshows, videos, etc. Webinars deem to be useful in that they are interactive in such ways that members partaking in online

webinars can interact with on-screen calendars and other facilitation tools as a slide show or some type of presentation is being conducted. Webinars are quite popular among organizations and public.

- **Smartphone:** Smart phones can prove to be valuable in the workplace. Smart phones have made huge leaps in the corporate world and remarkably have the ability to perform the functions of a computer. Consequently, an employee can quickly access or send an e-mail, participate in a conference call, take pictures, upload information to the company site, gain access to apps that prove to be beneficial to company goals. Smartphone or tablet users, such as the iPod, may download applications from an app store that are specifically designed with the end-user in mind. Trainees may be trained through smart phones through the use of video sharing, e-mails that provide links to a training sessions, and even apps like “Mobile Employee” that make note of training and moreover, provide employees with deadline reminders, appointments, travel reward programs, work times including the ability to e-mail files that can be integrated into the timesheet spreadsheets, etc. Needless to say, the possibilities appear endless.

- **Wiki:** Wikis are another resource that can be used for training purposes. Wikis provide information sharing sites that run via the Internet and allow users to modify information. Some wikis are limited as to who receives access to modify a site while others such as Wikipedia welcome any user to change or add facts/details to a particular subject matter. Organizations that utilize wikis should be aware of faulty information.

- **Effect of Social networking at work place:** Social media is a catalyst in the business world; it is a great marketing tool among other uses. For example, Facebook, LinkedIn and Twitter are used as a platform more than an individual usage to share the knowledge and information to the aspirant trainees. Companies utilize these sites to create groups or events to promote training programmes like “Focus on training”, “Training principles”, “Training Journal SHRM”, “Human Resource IQ” and more.

- **YouTube training:** In present scenario, YouTube training is an upcoming trend in training. The use of YouTube for training in the workplace is still in the beginning stage. YouTube training serves as a convenient tool for numerous corporations. There are many benefits to incorporating training videos into an online platform. With video training that is standardized and visually stimulating, organizations are assured that trainees will receive all needed information in a way that helps retain knowledge. YouTube makes training available “for more employees, in more locations, and at a lower cost than other training methods”.

## CONCLUSION

Human resource development involves continuous improvement of employee knowledge and skills by prior analysis of training needs, which helps to establish and recognize the future competency requirements. The training programs ensure the organizations by providing skilled employees and the development of human resources. Training programs are the instruments for the organizations, where they can get the output in the form increased productivity, morale, commitment of employees to achieve the organizational objectives.

Training is considered as more of a retention tool than as a cost to the organization. Not only have organizations increased their investment in training and development practices, but they

have also systematized training policies and practices right from the training need analysis to training evaluation and feedback. The training system in the Indian industry has been augmented to create a smarter human resources and yield the best results. The optimum utilization of human resource is the target of any company and training is a best tool to increase business outcomes. The recent changes in training like webinars, social networking and YouTube are shaping the training pattern by using information technology and computers.

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