Training Programme for HR

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Abstract

Training is primarily concerned with attainment of specific skills necessary to perform present jobs whereas development is concerned with attainment of maximum personal compentency for performing not only present, but future jobs. The prophetic view is powerful in the present context that HRD has assumed the place of prime importance in the context of organizational effectiveness. The uniqueness of human values and the criticality of the human resource can be centered on the importance of human values. HRD is getting equated with training not only by practitioners in industry but also by some academicians. In equating HRD with training and thereby limiting HRD to training there are certain dangers. To appreciate these it is necessary to understand the concept, need and the roles of training.

Key Words

Training, Development, HRM, HRD

Introduction

Human Resource Management is a set of policies, practices and programmes premeditated to maximize both personal and organizational goals. It is the progression of binding people and organization together so that the objectives of both are achieved. In the past, training was the only planned way of developing human resource. Nowadays, HRD has emerged as an interdisciplinary and integrated approach which aids as a framework for helping employees develop their personal and organizational skills, knowledge and talents.

Training is concerned with imparting specific skills for a particular purpose. The term 'Development' refers broadly to the nature and direction of change induced in employees through the process of training.

Training constitutes a basic concept in HRD. It is the systematic modification of behavior through learning, which occurs as result of education, instruction and development and planned experience. It is concerned with developing a particular skill in to a desired standard by instruction and practice. Training function often fails to deliver quality service in terms of meeting increasing standards and expectations of organization and employees. Training function suffers from structural and managerial limitations, which hampers its contribution in enchancing individual and organizational performance. Training is a highly useful tool which can bring an employee into a position where an employee can do his job correctly, effectively and conscientiously. HRD as a concept gives high premium to the 'developmental' aspect of the 'Individual' who plays the pivotal role in organizational growth. It focuses on developing the competency of the individual employee right from the start through improving his skill, attitude and job knowledge. It attaches strong importance to the motivational aspect which plays a catalytic role in the best utilization of human potential. For full manifestation of the creativity and potential of the human resources, a conducive development – friendly organizational climate is an essential pre – requisite which should be reflected through positive work culture and a value based organizational ethics.

Need of the Study

The world keeps changing rapidly everyday. In order to catch up to the changing paces, making the best use of the personnel's abilities has became significant in a service industry. Human Resource Management needs to be carefully considered and implemented to deal with the effects of the changing world of work. People who work in the Human Resources Department have to be aware of the implications of globalization, technology changes, work force diversity, labor shortages, changing skill requirements, the contingent workforce, decentralized work sites, and employee involvement, etc. Staff training is an essential and indispensable part of Human Resource Management, considering the popular and often repeated quotation, "Give a person a fish and you feed him for a day. Teach a person to fish and you feed him for a lifetime". (Mcclelland 2002, 7) . This motto has described clearly how important it is to train an employee to conquer his/her work than just give him/her a job of income. By observing today's

business climate and the exponential growth in technology with its effect on the economy and society, the need for training is more prominent than ever.

Statement of the Problem

People working in various organizations need to be constantly updated with appropriate skills that would help them to perform their roles with increased efficiency, effectiveness, and excellence. Perceptible changes have already come with organizations, the world over realizing the need for training. Due to the fact that training is an important mechanism for Human Resource Development (HRD), certain issues that hinder training functions in the organizations need to be given due consideration for making the training function effective in organizations. Thus, this article will explore the significance of the training programme which moulds the HRD of the employees.

Significance of the study

Training and development hold loads of significance to train the employees, help in the development of the employees within the organization, enhance the skills of the employees and managers, increase organization's productivity etc. In the recent years, to deal with the ever increasing competition and for the organizational success, training and development plays a very important role. Be it a general worker of the company or a higher positioned manager, training services are required for both. These help them grow, deliver more and take the organization to the peak level, Keeping in mind the significance of the training progamme to HRD an attempt is made to draft a theortical article on "Training programme for HR".

Objectives of the Study

- To examine the significance of Training programme and to portray the importance of HRD.
- To highlight the findings and conclusion.

Research Methodology

Empirical research design is used in this study. This concentrate only on Training Programme of HR. The data were collected from secondary sources such as books, journals, publications and websites.

Human Resource Management

Human Resource Management is one of the most important managerial functions encompassing in its admit all aspects of the organizational interactions with people, whether within itself or the society around. It is based on the premise that people are a vital resource contributing to the fulfilment of the organisational goals and objectives. The term human resources from the organisational point of view can be defined as, the total knowledge, skills, creative, effective, and efficient decision making abilities, talents, values, beliefs, aptitudes, attitudes and commitment of individuals and groups involved in and concerned with an organisation.

Human Resource Development

Leonard Nadler defines HRD as, "those learning experiences, which are organised, for a specific time, and designed to bring about the possibility of behavioural change. The term learning experience refers to purposeful or intentional, not incidental learning. HRD from an organisational point of view is a process by which employees of an organisation are helped / motivated to acquire and develop technical, managerial and behavioural knowledge, skills and abilities. Further, employees are helped to mould their values, beliefs, attitudes, and aptitudes to perform their roles with optimum potential so as to contribute positively to the individual, group, organisational, and social goals.

Training

Training is a process of learning a sequence of programmed behavior. It is an application of knowledge to be aware of the rules and procedures to guide their behavior. It attempts to mend their performance on the current job or prepare them for an intended job.

Features of Training

- Increases knowledge and skills for doing a job.

- Bridges gap between job needs and employee skills, knowledge and behavior.
- Job-oriented process, vocational in <u>flora</u>.
- Short-term activity designed for all intents and purposes for operatives.

Objectives of Training

The overall goal of training is to improve individual and organizational performance. The specific objectives of training are:

- To prepare the employees for the job meant for them while on first appointment, on transfer, or on promotion, and to provide them with the required skills and knowledge.
- To succor the employees to function more effectively in their present position, by bringing to their attention the latest concepts, information, techniques, and also for developing the skills that would be required in their particular fields.
- To build a second line of competent people and prepare them to occupy more responsible position.

Principles of Effective Training

The principles of effective training programme are given below:

- **Identifying Learning Requirement**
  * Training needs assessment
- **Establishing Learning Objectives**
  * Translating the needs assessed into measurable training objectives
- **Designing and Planning Training**
  * The lesson plan
  * Training methods
  * The training process
  * Visual support
  * Training environment
- **Delivering Training**
  * Questions and responses
  * Problem people
  * Rapport
  * Voice
  * Non-verbal communication
  * Stress
- **Training Evaluation**

* Session-wise and overall evaluation of the training to be conducted, concurrent with the program.
- **Impact of Training**
  * Feedback on change in performance of the trained individual to be sought on a 360-degree by soliciting information from peers, subordinates, and supervisors.

Role of Training

No organization has a choice of whether to train its employees or not, the only choice is <u>that</u> <u>me</u>thods. The primary concern of an organization is its viability, and hence its proficiency. There is a incessant environmental pressure for competence, and if the organization does not rejoin to this pressure, it may find itself rapidly dropping whatever market stake it has. Training instructs skills and knowledge to employees in order that they contribute to the organization's efficiency and able to cope with the pressures of a constantly changing environment. The feasibility of an organization to be determined, to a huge extent on the skills of different employees, exclusively that of its managerial cadre, to make even the organization successfull within its environment.

Importance of Training

Training plays an active role for doing a job in a better way by enhancing competencies, increasing the efficiency of employees, morale of employees develop better human relations, reduced supervision, increased organizational viability and resilience, introduction of new strategies and working methods, organizational policy and advancement in technology in the organization

Training in ZRTI

Training is a journey of self-awareness and self-discovery leading to growth and development. It helps participants to explore and realize their potential and talent. It facilitates a process through which a participant is able to identify his strengths and shortcomings. It assists him in becoming aware of what he knows and what he does not know. This is a necessary step, not only in providing the necessary motivation for learning, but also in fostering self-esteem and assisting in developing a realistic self-

image. Therefore, need for training does not remain confined to the development of skills needed for specific jobs. They require skills and competence for future managerial jobs besides performing their present jobs more efficiently.

Importance of Human Resource Development

HRD is a system of introducing changes in the work culture and work environment without dislocating the functioning of the organisation. The following points highlight its importance:

a) **Competent employees**:
HRD helps in making people aware of the skills required for job performance. There is greater clarity of work norms and standards. This results in a more competent work force.

b) **Role clarity**:
HRD encourages communication between work-teams. People not only understand their roles better but also become aware of the expectations of the other members of the team.

c) **Committed work force:**
People become more committed to the jobs because rewards are administered more objectively through the HRD process.

d) **Greater trust and respect:**
By encouraging communication, HRD helps in developing greater trust and respect for each other. Employees become more open and authentic and new values can be generated easily.

e) **Synergy effect:**
Effective communication, participate management and stress on teamwork produce synergy effect within the organization.

f) **Breaks resistance to change:**
HRD makes people better equipped with problem-solving capabilities. This not only makes them proactive but also brings readiness on their part to accept change.

g) **Facilitates HRP:**
HRD generates a lot of useful and objective data on employees that facilitates human resource planning.

h) **Other benefits:**
The overall impact of HRD is observed in terms of higher productivity, cost effectiveness, growth expansion, diversification and increased profits.

Training Outcome Assessment

Measuring the carry-home value of training programme in terms of what has been achieved and how much is the main task of evaluation. This, however, is a complex technical and professional task. Benefits of a training programme are not always obvious and they are not readily measurable. Payoffs from training are intangible and rather slow to become apparent. A central problem is the absence of objective criteria and specific programmes or of results in terms of general employee development or changes in employee behavior. Nevertheless, good HRD managers do make an effort to systematically appraise the benefits and results of their programmes.

In job-related training, where the objective is to train people for specific job skills so that their productivity may increase, evaluation can be done either according to the direct criterion of increase in output or according to the indirect criteria of decrease in cost, breakage or rejects. Even more indirect are measures that point out changes in the area of human relations skills training which is given to the supervisors and middle-level managers. Supervisory and managerial training programmes are, for this reason, less amenable to objective review procedures. Much subjectivity enters into evaluations of these programmes, since exact standards and criteria are hard to devise.

HRD evaluates the Training Process

1. Feelings and emotions that individual has for the people or the situation influence his learning. He acquires practices of people he likes and rejects those practices that belong to people he dislikes. Therefore, Learning needs a positive environment. The individual has to be emotionally involved in the work he does, and in the relationships at work.

2. Experience leads to learning more than listening or discussion. Dialogue and discourse either initiate or enhance the need to learn, but for most people, internalization of learning results from experience.

3. Experimentation i.e., doing things oneself and reviewing the experience to know what is done well and what is done poorly is important for personal growth, maturation, and self-reliance.

Therefore people should have opportunity for experimenting with workable ideas and evaluating this experience.

4. An individual's mental set comprising prejudices shuts out new learning in many cases and prevents him from gaining new perspectives and insights.Therefore, learning in many cases requires that the individual understands and judges each situation independently.

5. The individual should experience that growth is pleasurable to him. This is possible if the growth is duly recognized by the organization.

Conclusion

The best way to improve the training in organizations is to plan for high expectations and act effectively to reinforce those expectations. Every individual in the system must develop a positive attitude towards training and provide proactive support in promoting the cause for improving organizational performance. Organizations will design their training functions, mechanisms, their applications for creating an effective learning centre for their organizations. The organization's goal of improving its efficiency and effectiveness would bear fruit if the strong HRD systems and interventions are supplemented and complemented by the mindset of the employees for continuous learning promptly and periodically. Thus, training plays an important role in all organizations to improve the skill and knowledge of the individual and organizational performance. Thus well designed training programme will have good positive impact which leads to the overall growth and development of the organization.

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