

Employee Training and Development in Organization

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Abstract - For any organization customer is the king, to meet the customer expectation the company has to adopt itself or change itself. For this the company has to adopt new technology and new resources, which requires equally talented employees. To upgrade the employee's skills knowledge to the present needs company has to provide training and development to its employees.

Every organization needs to have well-trained and experienced people to perform the activities that have to be done. Training, a key practice is critical to the implementation of several competitive strategies. The important lesson is that human resources represent a competitive advantage that can increase profits when managed wisely. To meet these requirements the current and potential job occupation are given training.

The main objective of the study is to know the employee training and development and relation between them. Descriptive statistical analysis is used to study this paper, structured questionnaire by using liker five-point scale is used to collect the data snowball technique is used to distribute the questionnaire to know the relation between the employee training and development.

Index Terms – Training and development, new technology, customer expectations, competitive strategies.

INTRODUCTION

Employee training and development is a program that helps to learn a particular skill as well as knowledge to improve employee productivity & performance in their current organization or job role. It developed future performance & helps focused on more employee growth.

Every organization needs to have well-trained and experienced personnel to perform the activities. If the current or potential job occupant can meet this requirement, training and development is not important. But when this is not the case, it is necessary to raise the skill levels and increase the versatility and adaptability of employees. Inadequate job performance or technology break through requires some type of training and development. The purpose

of training and development is to give the employees at all levels, sufficient instruction and guidance to enable them to perform their jobs effectively and prepare themselves for promotion owing to outside courses or visits or infrequent experience.

Training is the formal and systematic modification of behavior through learning which occurs as a result of education, instruction, development and planned experience. It is a short-term process, refers to instruction in technical and mechanical problems targeted in most cases non-managerial personnel and specific job-related purpose.

Development is any learning activity which is directed towards future, needs rather than present needs, and which is concerned more than career growth than immediate performance. It is a long-term educational process refers to philosophical and theoretical educational concepts, managerial's personnel. It is for the knowledge purpose.

Training is acquisition of technology, which permits employees to perform their present job to standards. It improves human performance on the job the employee is presently doing or is being hired to do. Also, it is given when new technology is introduced into the workplace.

Development is the training people to acquire new horizons, technologies, or viewpoints. It enables leaders to guide their organizations onto new expectations by being proactive rather than reactive. It enables workers to create better products, faster services, and more competitive organizations. It is learning for growth of the individual, but not related to a specific present or future job. One of the most important activities of HRM department is training. The technique of training has been a key factor and a major to achieve the objectives of human resources management. Management is a effective and efficient utilization of man, money, machine etc., to accomplish the organization objectives and goals through people. The purpose of training is to develop the abilities and goals through people. The purpose of training is not

only to develop the abilities of an satisfy current and future needs, it supplements education and to train them for highest responsibilities.

Training is identified to fulfill the following purpose:

- Technical updating
- Individual expectancy
- Occupational efficiency
- Behavioral competency
- Organizational efficiency

Therefore, competence of people is the key to success in any undertaking. In this rapidly changing and fast-moving economy there is a need for training and retraining. Training should be given to train the minds of the employees to attack the problems in the right perspective and to achieve ultimate solution. So training is provided to human resources in order to enable them to adapt to new changes in scenario and acquaint them with the work methods.

Training and development in a rapidly changing society, is not only an activity that is desirable but also an activity that an organization must commit resources to, if it is to maintain a viable and knowledge work force.

REVIEW OF LITERATURE

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

Edwin. P. Flippo

Training is process by which the aptitude, skills and abilities of employees to perform specific jobs are increased

Michael J. Juices

Training and Development is described as a maintenance subsystem, intended to improve organizational efficiency by increasing routinization and predictability of behavior.

Katz & Kahn

Training and Development are planned learning experiences that teach workers how to perform their current or future jobs effectively

Kleiman

OBJECTIVES

- To study training and development programs in IT sector.
- To develop certain personal qualities among employees which can serve as personal Assets on Long Term Basis.

RESEARCH METHODOLOGY

The research conducted is descriptive and analytical. As each concept about employee satisfaction has been described it is descriptive and it is analytical because it is trying to know the level of satisfaction to analyze it and give suggestions and conclusion.

Sampling technique:

The sampling technique adopted is random sampling that is few employees are selected randomly and were interviewed to understand issues specific to the organization. This process is known as “discovery phase” is part of our standard methodology. Feedback from these interviews is incorporated in the questionnaire. The method of sampling adopted is random sampling.

Sample size:

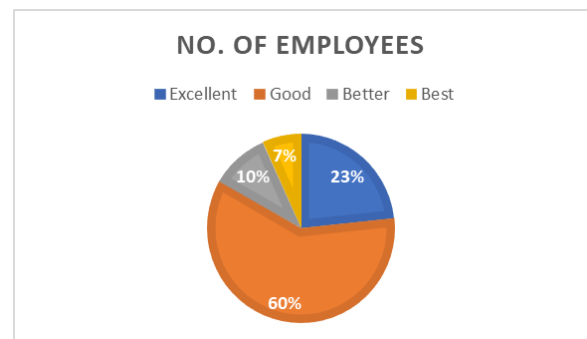
The sample size selected for the study was 50 employees and the response was obtained from all the 50 employees.

The study was conducted by personnel interview with the employees. The questionnaire was distributed among the employees of the company.

Data Analysis

1Q. How is training and development at organization?

Opinion	No. of Employees	Percentages
Excellent	7	23
Good	18	60
Better	3	10
Best	2	7



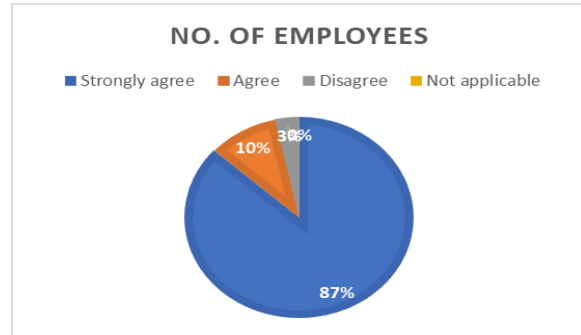
Interpretation:

From the above table 23% of the respondents feel that the training and development in Wipro is Excellent, 60% of the respondents feel that it is good, 10% of the

respondents feel that it was better, 7% of the respondents feel that it was better.

2Q. Awareness of training objective/purpose at the beginning of the session?

Opinion	No. of Employees	Percentage
Strongly agree	26	10
Agree	3	87
Disagree	1	3
Not applicable	0	0

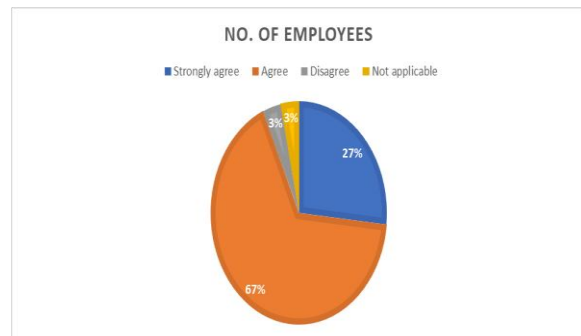


Interpretation:

From the above table 10% of the respondents feel that the scope for discussing the training objective prior to the session was strongly agree, 87% of the respondents feel that it was agree, 3% of the respondents feel that it was disagree.

3Q. Use of the training Programme to improve commitment?

Opinion	No. of Employees	Percentage
Strongly agree	8	27
Agree	20	67
Disagree	1	3
Not applicable	1	3



Interpretation:

From the above table 67% of the respondents strongly agreed that the training Programme has helped them to

improve their work method, 27% of the respondents partly agree, 3% of the respondents are disagree, 3% of the respondents are not applicable.

4Q. Purpose of training programs at organization?

Opinions	No. of Employees	Percentage
To achieve organizational goals	4	13
To achieve personnel goals	3	10
Both	23	77

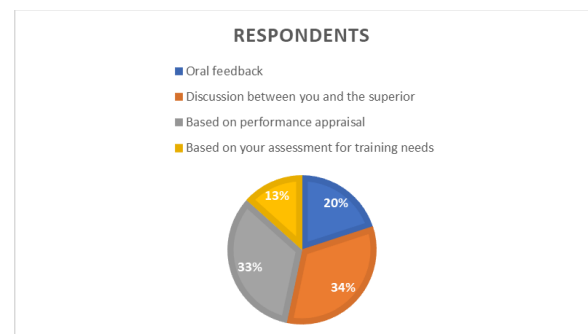


Interpretation:

From the above table we can infer that the 13% of the respondents that the purpose of training program at Wipro was to achieve organizational goals, 10% of the respondents feel that to achieve personnel goals, 77% of the respondents feel that to achieve both.

5Q. Method of Training needs and identification

Opinions	Respondents	Percentage
Oral feedback	6	20
Discussion between you and the superior	10	34
Based on performance appraisal	10	34
Based on your assessment for training needs	4	12

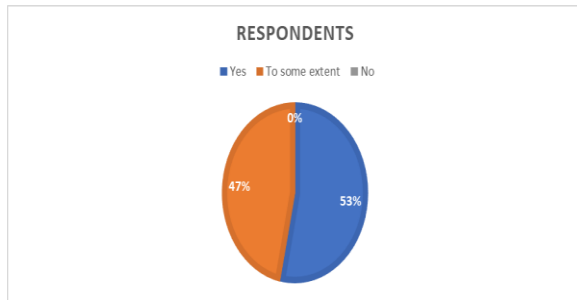


Interpretation:

From the above table we can infer that 20% of the respondents feel that training needs are identified according to oral feedback, 34% of the respondents feel that according to discussion between them and the superior based on performance appraisal, 12% of the respondents feel that based on their assessment for training needs.

6Q. The company respond to new innovation and latest technologies.

Opinions	Respondents	Percentage
Yes	16	53
To some extent	14	47
No	0	0

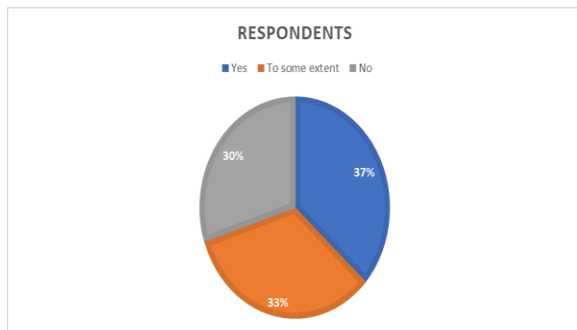


Interpretation:

From the above table we can infer that 53% of the respondents feel that company respond new innovations and upcoming technologies, 47% of the respondents feel that up to some extent company responds.

7Q. The Training programs during holidays

Opinions	Respondents	Percentage
Yes	11	37
To some extent	10	33
No	9	30

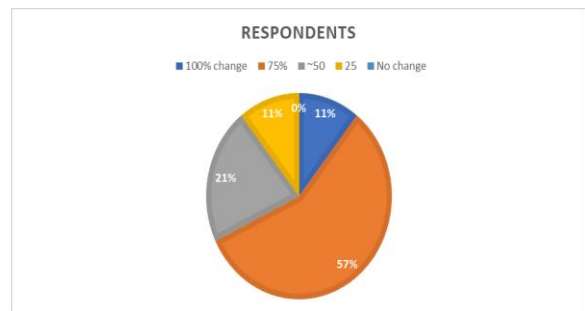


Interpretation:

From the above graph we can infer that 36% of the respondents prefer attending the training program during holidays, 34% of the respondents prefer up to some extent, 30% of the respondents does not prefer.

8Q. Percentage of Behavioral and technical changes after the training program.

Opinions	Respondents	Percentage
100% change	3	11
75%	16	55
~50	6	23
25	3	11
No change	0	0

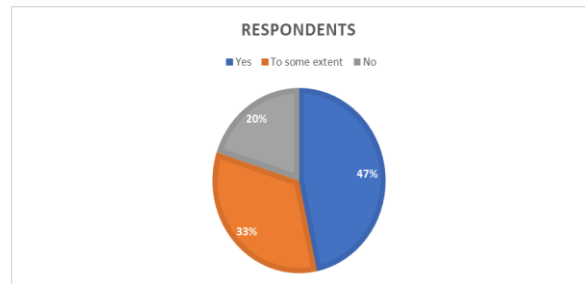


Interpretation:

From the above graph we can infer that 11% of the respondents feel that there is 100% change after the training program, 55% of the respondents feel 75% change, 23% of the respondents feel ~50% change, 11% of the respondents feel 25% change after the training program.

9Q. Training is a mode of motivation

Opinions	Respondents	Percentage
Yes	14	47
To some extent	10	33
No	6	20



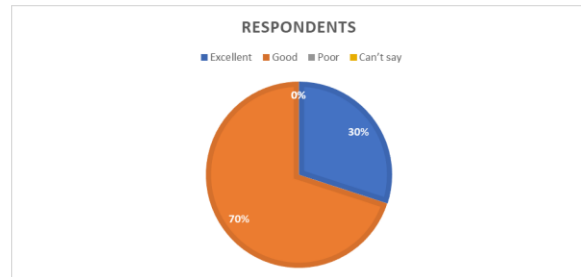
Interpretation:

From the above graph we can infer that 47% of the respondents feel that training is mode of motivation,

33% of the respondents feel that up to some extent, 20% of the respondents feel that training is not a mode of motivation.

10Q. Superiors – Subordinate relationships.

Opinions	Respondents	Percentage
Excellent	9	30
Good	21	70
Poor	0	0
Can't say	0	0



Interpretation:

From the above graph we can infer that 30% of the respondents feel that superior-subordinate relations are Excellent, 70% of the respondents feel that good.

Findings:

1. The training and development program at organization is good.
2. The respondents felt that the inputs (or) material provided in the training program were use full to their job.
3. The maximum number of the employees told that themselves increased their performance level.
4. By the training and development, the employer's morale will increase.
5. It is found and agreed that the ideas/concepts and skills covered in this training Programme are relevant to the job. This shows that majority of the respondents have received the training.
6. With regard to course material provided during the training program of respondents are satisfied with the course material Provided to them.
7. 60% of the respondents feel that there was sufficient scope for discussing the objective of the training program.
8. Most of the employees feel that there was sufficient opportunity for feedback.

9. It is found that the training program conducted has helped majority of respondents to improve their work methods.
10. With regard to the facilities provided at the training program majority of are satisfied with the facilities provided to them.
11. 50% of the respondents feel that company responds new innovation and upcoming technologies.
12. By the training and development, the employee's morale will increase.
13. Some of the respondents feel that training program disturbs the normal work.
14. 70% of the respondents feel that superior subordinate relations were good.

SUGGESTION

- The organization must conduct training programs on a regular basis.
- Training must be a subject oriented and mostly concentrating on job related aspects so as to help the employee in improved performance.
- Organization must see to that the training calendar should be circulated to all the departments working and everyone as most of the unaware of the training calendar.

CONCLUSION

Training and development are strategic in the human resources management practices because today employees have high expectations. Their jobs in such situations training will create awareness, positive attitude and better way of doing things thereby achieving an overall growth of an individual. By this he produces quality and services and thereby creating a name for the company. Training has been imparted with an objective to enhance three facts of the personality viz., knowledge, skills and behavior. Training is very powerful tool for comprehensive and all-encompassing development of the individual in the organization

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