

International Multidisciplinary
Research Journal

*Indian Streams
Research Journal*

Executive Editor
Ashok Yakkaldevi

Editor-in-Chief
H.N.Jagtap

Indian Streams Research Journal is a multidisciplinary research journal, published monthly in English, Hindi & Marathi Language. All research papers submitted to the journal will be double - blind peer reviewed referred by members of the editorial board. Readers will include investigator in universities, research institutes government and industry with research interest in the general subjects.

Regional Editor

Dr. T. Manichander

Mr. Dikonda Govardhan Krushanahari
Professor and Researcher ,
Rayat shikshan sanstha's, Rajarshi Chhatrapati Shahu College, Kolhapur.

International Advisory Board

Kamani Perera
Regional Center For Strategic Studies, Sri Lanka

Mohammad Hailat
Dept. of Mathematical Sciences,
University of South Carolina Aiken

Hasan Baktir
English Language and Literature
Department, Kayseri

Janaki Sinnasamy
Librarian, University of Malaya

Abdullah Sabbagh
Engineering Studies, Sydney

Ghayoor Abbas Chotana
Dept of Chemistry, Lahore University of
Management Sciences[PK]

Romona Mihaila
Spiru Haret University, Romania

Ecaterina Patrascu
Spiru Haret University, Bucharest

Anna Maria Constantinovici
AL. I. Cuza University, Romania

Delia Serbescu
Spiru Haret University, Bucharest,
Romania

Loredana Bosca
Spiru Haret University, Romania

Ilie Pinteau,
Spiru Haret University, Romania

Anurag Misra
DBS College, Kanpur

Fabricio Moraes de Almeida
Federal University of Rondonia, Brazil

Xiaohua Yang
PhD, USA

Titus PopPhD, Partium Christian
University, Oradea, Romania

George - Calin SERITAN
Faculty of Philosophy and Socio-Political
Sciences Al. I. Cuza University, Iasi

.....More

Editorial Board

Pratap Vyamktrao Naikwade
ASP College Devrukh, Ratnagiri, MS India

Iresh Swami
Ex - VC. Solapur University, Solapur

Rajendra Shendge
Director, B.C.U.D. Solapur University,
Solapur

R. R. Patil
Head Geology Department Solapur
University, Solapur

N.S. Dhaygude
Ex. Prin. Dayanand College, Solapur

R. R. Yallickar
Director Management Institute, Solapur

Rama Bhosale
Prin. and Jt. Director Higher Education,
Panvel

Narendra Kadu
Jt. Director Higher Education, Pune

Umesh Rajderkar
Head Humanities & Social Science
YCMOU, Nashik

Salve R. N.
Department of Sociology, Shivaji
University, Kolhapur

Sonal Singh
Vikram University, Ujjain

S. R. Pandya
Head Education Dept. Mumbai University,
Mumbai

Govind P. Shinde
Bharati Vidyapeeth School of Distance
Education Center, Navi Mumbai

G. P. Patankar
S. D. M. Degree College, Honavar, Karnataka

Alka Darshan Shrivastava
Shaskiya Snatkottar Mahavidyalaya, Dhar

Chakane Sanjay Dnyaneshwar
Arts, Science & Commerce College,
Indapur, Pune

Maj. S. Bakhtiar Choudhary
Director, Hyderabad AP India.

Rahul Shriram Sudke
Devi Ahilya Vishwavidyalaya, Indore

Awadhesh Kumar Shirotiya
Secretary, Play India Play, Meerut (U.P.)

S. Parvathi Devi
Ph.D.-University of Allahabad

S. KANNAN
Annamalai University, TN

Sonal Singh,
Vikram University, Ujjain

Satish Kumar Kalhotra
Maulana Azad National Urdu University



A STUDY ON TRAINING AND DEVELOPMENT

Rahul Kumar Jha

Research Scholar

Abstract:

Human resources development is the program that has been develop in an organization to prepare their employees for the better work in the future. Human resource development also is the program that was designed for the purpose to improve the skills and knowledge of the employees in the organization. This may help them to explore the new opportunities of the work environment.

Human resources development important in an organization to measure the development of the company. It is good to design the program in the organization as the purpose to prepare the organization for the future development. There are several things that must be considered before the training and development program is design. The things include the factor influencing training and development, the process of training and development and the organization must also consider about the method for the training and development program. The detail information will be discussing more on the topic.

KEYWORDS: Human resources development , Human resources development , development activities, organization development .

I. TRAINING AND DEVELOPMENT (T&D)

Human resource development (HRD) is a major human resource management (HRM) function that not only consists of training and development but also individual career planning and development activities, organization development and performance appraisal that was the activities that emphasize T&D needs.

“Human resources development is the heart of a continuous effort of the organization that was design for the purpose to improve the employee competency and the organization performance”.

R. Wayne Mondy, Robert M. Noe

“Training and development are processes that attempt to provide the employee with information, skills and understanding of the organization and its goals. In additional, training and development are designed to help person continue to make positive contributions in the form of good performance”.

John M. Ivencevich

In additional, the terms training and development come from the basic meaning of the words training and development.

“Training is the activities that provide learners with skills and knowledge that are needed for their present job”.

“Development involves learning that goes beyond today’s job and has more on long term focus”.

R. Wayne Mondy, Robert M. Noe

“Training helps employee to do their work better”.

“Development prepares individuals for the future. It focuses on learning and personal development”

John M. Ivencevich

“Training comprises learning activities which improve an individual’s performance in a particular job or occupation”

“Development is the process of helping individuals to develop and fulfill their potential. It includes education and training but also involves counseling, performance planning and review and career discussion”

Richard Rudman

II. FACTORS INFLUENCING TRAINING AND DEVELOPMENT

In the process to implement training and development in the organization, there are several factors that influence the process.

Top Management Support: For T&D programs to be successful, support from the top management are required. When the top management also take part and give their support to the program, it will give the employees more spirit to improve themselves besides to achieve the organization objectives.

Commitment from Generalist and Specialist: All the managers, whether they are specialist or the generalist, they have to be committed and involved in the T&D process. The commitment starts from the line manager to the top management. They must be committed and can give their commitment to make the program more effective.

Technology Advancement: To make the process of T&D become more effective, advancement in the technology is very important. Technology advancement plays an important role in the process of training and development as the effort to make the program more effective.

Learning Style: The general function of T&D involves knowledge and skill acquisition. Employees at all levels must continually upgrade their expertise in a dramatically changing and increasingly competitive environment.

Other Human Resource Function: Successful accomplishment of other human resource functions can also have a crucial impact on T&D. for instance, if recruitment and selection efforts attract only marginally qualified workers, firm will need extensively T&D programs. Firm’s compensation also influences T&D efforts.

Organization with competitive pay system or progressive health and safety program will find it easier to attract workers who are capable of hitting the ground running and to retain employees who require less training.

2.1 Determining Training and Development Needs

The first step in the process is to determine T&D needs. Training and development needs may be determined by conducting analyses on several levels.

• Organizational analysis

Focus on the research on the firm’s strategic mission, goals and corporate plans are studied along

with the results of human resources planning.

- **Task analysis**

The next level of analysis focuses on the tasks required to achieve the firm's purposes. Job descriptions are important data sources for this analysis level.

Person analysis

- Determining individual training needs is the final level. The organization may determine which employee will receive the training and will prepare the training and development program that are necessary for their employees.

2.2 Establishing Training and Development Objectives

The organization must be able to develop the objectives of the program that have been created. The organization must determine the purpose of each program in the effort to achieve the organizational goals.

Training and Development Methods

The employee must consider the methods for the training. The must choose the appropriate methods in the training program.

- **On the Job Training**

The training method is conducted at the work site and in the context of the actual job. The key to this training is to transfer knowledge from highly skilled and experienced worker to a new employees while maintain the productivity of both workers.

- **Off the Job Training**

This training method is conducted in a location specifically designed for training. It may be away from work or near the work place, at any training centre and resort. Training away from workplace will allow the trainers to get their full attention to the materials that been taught. Off the job training not provide as much transfer of training to the actual job as do on the job training.

- **Apprenticeship training**

This type of training combines on and off job training.

- **Computer Based Training**

This type of training provides the employee with the knowledge about the computer advancement. This will help them to develop their skills and expertise in the development.

- **Case Study**

This type of training will train the employees to make a decision as they are in the real situation in the organization. They will make a study on the firm's financial condition and its environment.

- **Role Playing**

In this type of training, the participants are required to give their respond to the specific problems that they will face on the organization. Role playing is often used to teach skills as interviewing, conducting performance appraisal, and team problem solving and leadership style analysis.

• Vestibule Training

Vestibule training takes away from the production area on the equipment that closely resembles equipment actually used on job. The primary advantage of this training method is that it removes the employees from the pressure of having to produce while training. The emphasis is focused on learning the skills required by the job.

III. ORIENTATION

Orientation is the initial T&D effort for new employees that strive to inform them about the company, the job and the workgroup.

R. Wayne Mondy, Robert M. Noe.

3.1 Purpose of Orientation

• The employment situation

The employees may learn and required to know how their job fits into the firm' organizational structure and goals.

• Company Policies and Rules

Every job in the organization is designed based on their guidelines and their rules and policies. The employees are required to understand these to ensure smooth transition on the workplace.

• Team Membership

New employees' ability and willingness to work in teams are likely determined before they are hired. In orientation, the program may again emphasize the importance of becoming a valued member of the company team.

• Employee Development

An individual's employment security is increasingly becoming dependent upon their ability to acquire needed knowledge and skills that are constantly changing. Firms should keep employees aware not only of company sponsored developmental programs but also those available externally.

• Dealing with Changes

Employees at all levels must learn to deal effectively with change to survive in their job. The best way that can prepare for change is to continually expand their skills.

IV. EVALUATING TRAINING AND DEVELOPMENT

There are several approaches that are use by the organization to make the evaluation of the programs. The Kirkpatrick model for training evaluation is widely used in learning environment.

4.1 Participation Opinion

These approaches used by the organization by asking the participant's opinion that provide response and suggestion for the purpose of improvement. The organization may ask for the participants' opinion and also their suggestion of the program for the purpose to improve the programs to make them more effective.

4.2 Extent of Learning

Some of the organization may use test to evaluate the program. The organization sometimes makes a test to their participants to determine what the participants are got from the T&D program. This method also will determine whether the training goals are achieve or not.

4.3 Behavioral Changes

This method will determine whether the T&D program give effect or not to the participants. These changes can be see in their behavioral after the program compare before they are followed the program whether the participants can apply what have they go from the program to adapt in the organization.

4.4 Accomplishment of T&D Objectives

The evaluation approach also may consider whether the objectives of the programs are really effective and meet the objectives.

V. CONCLUSION

Training and Development (T&D) program is the program that are useful and very important for the organization to make an improvement and to develop the skills and knowledge of their employees. This is very important because the program will determine the development of an organization.

Training and development is important to help the employees to improve their knowledge and their skills to become more effective workers in the organization. Besides that, they may also develop their career planning for the future as the organization become more complex.

Every organization must be able to have their program in training and development for the staffs and workers to ensure that they are up to date and can ever survive for the future development of the organization.

REFERENCES

- [1] www.managementstudyguide.com/training-and-dev...
- [2] Vida Gulbinas Scarpello, James Ledvinka, (1987), Personnel / Human Resource Management
- [3] John M. Ivancevich (2004), Human Resource Management.
- [4] R. Wayne Mondy, Robert M. Noe 4th Edition, Human Resource Management
- [5] Human resource management by T.N chhabra.
- [6] https://en.wikipedia.org/.../Training_and_developme
- [7] strategichrinc.com/services/training-development/
- [8] <https://www.inc.com/.../training-and-development.ht>

Publish Research Article

International Level Multidisciplinary Research Journal For All Subjects

Dear Sir/Mam,

We invite unpublished Research Paper, Summary of Research Project, Theses, Books and Book Review for publication, you will be pleased to know that our journals are

Associated and Indexed, India

- * International Scientific Journal Consortium
- * OPEN J-GATE

Associated and Indexed, USA

- Google Scholar
- EBSCO
- DOAJ
- Index Copernicus
- Publication Index
- Academic Journal Database
- Contemporary Research Index
- Academic Paper Database
- Digital Journals Database
- Current Index to Scholarly Journals
- Elite Scientific Journal Archive
- Directory Of Academic Resources
- Scholar Journal Index
- Recent Science Index
- Scientific Resources Database
- Directory Of Research Journal Indexing

Indian Streams Research Journal
258/34 Raviwar Peth Solapur-413005, Maharashtra
Contact-9595359435
E-Mail-ayisrj@yahoo.in/ayisrj2011@gmail.com
Website : www.oldisrj.lbp.world