

CHAPTER TWO

Introduction

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2.1 Introduction

"Training is the act of enhancing the knowledge and skill of an employee for accomplishing a specific job. Training differs from education in so far as former relates to enhancing the knowledge and the understanding of the global environment".¹⁰ "Training refers to the process of passing along 'know how' through carefully selected methods according to a well conceived plan by competent and well prepared people in a suitable learning climate to shorten learning time or experience. Training is telling plus showing plus supervising until the desired change is achieved in the skill, attitude or behaviour; through training the employees can be made more proficient in their job in less time; plant and equipments are utilised more efficiently; wastage of materials is minimised; amount of supervision lessened; labour turnover is reduced and there will be considerable improvement in the morale of the employees."¹¹

"An orientation should be given to the new recruits as well as to a person who moves up say into supervision from the rank and file. Orientation helps the employee to understand the job requirements, the terms of employment

10. Dwivedi, n.4, pp. 143-144.

11. Saxena, n.9, p. 433.

and inspires confidence in him in the company as also in his own ability to learn and perform on the job."¹².

"Industrial training started when the first apprentice was employed on the job. Systematic methods were thereafter evolved for increasing the new employees knowledge and his skill. Due to accelerated technology in recent years, industry has been forced to pay more attention to even the aspect of retraining its existing employees."¹³

2.2 Objectives of Training

"The basic objectives of training is to bridge the gap between existing performance ability and desired performance. The success of a training programme must therefore depend on the accuracy with which the organisational need has been identified and the training objectives specified. Training applied and practised methodically can and does make a very significant contribution to operational effectiveness. Training is concerned with helping people acquire knowledge, skills and attitudes necessary to do the work for which they are employed or to prepare them for future activities. It must create changed behaviour."¹⁴ "The essential purpose of training is to develop that knowledge and those skills and attitudes which contribute to the welfare

12. R.S.Davar, Personnel Management and Industrial Relations in India, Vikas Publishing House, 1976, p. 119.

13. Ibid., p. 121.

14. Gordon.P.Rabey, "Training", Paige Productions, Wellington, Newzealand, 1985, p.6.

of the company and the employees. Training is a widely accepted problem solving device. In America, they take more vitamin pills to solve their personal health problems and more training to solve their manpower problems. Training reduces waste and spoilage, absenteeism and labour turnover, learning time, supervisory burden, overtime cost, machine maintenance cost, grievances, accident rate, encourages upgrading, improves methods, quality, communication, morale, efficiency and productivity. Through training and development programmes management provides an opportunity to the employees to improve their skills and attitudes and knowledge."¹⁵.

"Induction training programme helps the worker to take up and settle down in his new job without difficulty. Training improves morale, reduces labour turnover and maintains performance at a high level of efficiency. It secures the application of standard, uniform methods of operation. The need for supervision is considerably reduced if workers are properly trained."¹⁶

The objectives of training can be summarised as follows:

- a) To bridge the gap between the existing performance ability and desired performance.
- b) To help people to acquire knowledge, skill and attitudes

15. Rudrabasavaraj, Dynamics of Personnel Administration, Himalaya Publishing House, 1984, p. 141.

16. Y.K.Bhushan, and P.K.Gosh, Business Organisation and Office Administration, 1978, p.11/6.11.

necessary to do the work for which they are employed or to prepare them for the future activities.

- c) To reduce waste, spoilage, absenteeism and labour turnover, learning time, supervisory burden, overtime cost, machine maintenance cost, grievances, accidents etc.
- d) To improve methods, quality, communication, morale, efficiency and productivity.
- e) To keep active all-round skills of the employees as a reserve in case of need.
- f) During prolonged lay off periods arising from depression conditions, employees on certain highly skilled jobs may have to be given retraining when they are called back to work."¹⁷
- g) Technological changes may abolish the job on which an employee is working and the company desires to retain the employees rather than discharge them and training is the only solution to overcome this problem.
- h) Training helps to stabilise employment by maintaining a versatile workforce which is capable of performing more than one job.
- i) Training is useful to impart economic education to the employees to make them understand the nature of the economic system, cost-price relationship etc., which may make employee to strive to increase production.

17. Scot, Clothier and Sprigal, n.3, p. 291.

- j) To improve industrial relations and to instill confidence in the worker.¹⁸
- k) For improving the health and the safety of the workers.

2.3 Human Resource Development and Importance of Training in Human Resource Development

One of the several functions of human resource management is training, the other functions being manpower planning, selection, placement and remuneration, merit rating, and job evaluation. All the functions are equally important and are complimentary to each other. The effectiveness of training and development depends upon the planned selection of the personnel. The training process follows the selection of the employees. It helps the employee to learn special skills required to take up the responsibilities and tasks in the enterprise in which he is appointed. It helps him to understand the working of the enterprise and the importance of his work and his role in the total activities of the enterprise resulting in the development of right attitude for work. Training helps the worker to do the work with confidence and perfection. The training helps the worker to learn new methods, new skills, new arts like the art of supervising, leading, communicating, directing, controlling etc. It teaches the worker the method of handling new machines and updates the knowledge of the worker. Thus training plays a very important role in HRD.

18. G.D.Phegade, "Human Resource Development in Business and Industry", Quarterly Journal of Management Development, vol.17, Nos. 45-48, Jan-Dec 1987. p. 41.

Training and Human Resource Development two complimentary and inseparable activities. Training is a part of the human resource development process and it is the main technique used for the purpose of human resource development. "Human Resource Development is a broad term which includes all activities designed to get employee to work more effectively with in a given organisation. It builds knowledge, skill, capacity of human resource to develop their competence."¹⁹

"Human Resource Development is the development of people by providing the required environment where the human being may grow to his fullest stature and realise his fullest potentialities. Human Resource Development includes performance appraisal, feedback, counselling, potential appraisal, organisational development, job enlargement and job enrichment in addition to training. But training is the most important major activity in Human Resource Development."²⁰

2.4 Training : Key to Efficiency

"Efficiency is not always a born quality; it can also be achieved by means of proper training."²¹ "Training is essential not only to introduce the employee to the organisation but it is also necessary at different points of time.

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19. G.D.Phegade, Human Resource Development in Business and Industry, Quarterly Journal of Management Development, Vol.17 Nos. 45-48, Jan-Dec 1987, p. 41.
20. Nalini.V.Dave, An Integrated Approach to Human Resource Development in Business and Industry, Quarterly Journal of Management Development, Vol.17, Nos. 45-48, Jan-Dec 1987, p.21.
21. Saxena S.C., n.9, p. 417.

Even the existing employees require retraining when they come back after prolonged illness."²². "It (training) is also useful to help employee to learn new things and operations resulting from technological changes. Retraining helps the employees in keeping their alround skills. Economic education to the employees to make them understand the nature of the economic system, cost-price relationship etc., which may make the employees to strive hard to increase production and productivity. The executives and the supervisors should be trained in the principles of organisation, executive leadership, budgeting, planning and control, forecasting, plant expansion and location, production design, market research etc,. The training of executives and supervisors shoud aim at providing adequate leadership and increase the efficiency of performance of the executives. The training programme should be modified from time to time to meet the changing conditions."²³

Before designing the training programme the training needs of the employees are to be identified. "An identification of the potential is necessary for crystallising the employees training needs and preparing for him an appropriate training programme. This requires a high degree of personal judgement and experience, besides an awareness of the

22. Scott, Clothier and Spriegall, n.3.,p.292.

23. Ibid., p..307.

employer's future staff requirements. Training should be provided not only for doing the present jobs but also for acquiring the desirable skill or knowledge for filling higher jobs. Training's main goal is to induce a suitable change in the individual concerned."²⁴

2.5 The Training Department

"The organisation of the training department depends upon the needs of the industry concerned and the size of the organisation. In a large unit, there may be a separate full time training officer and in small units usually a supervisor or a skilled man is deputed for the job. What is to be taught, how it should be taught, the standard and degree of accuracy etc., should be made very clear."²⁵

"The training officer has to advise the management on training policy formulation and implementation. He has to assist management in analysing the training needs. He should be well informed and should report directly to the top management. Inspection reports, management surveys, requests by individuals themselves, change of duties by promotion, transfer etc., change of the work procedures and methods act as a good base for identification of training needs."²⁶

24. R.S.Davar, n.12, p.119.

25. Saxena, n.9, p.436.

26. Gordon Raby, n.14, p.15-18.

2.6 Methods of Training

"Methods of imparting instruction during the training should be based on well established psychological principles of learning. The method chosen should permit learning by doing."²⁷

The four principal methods of teaching are

- a) learning method b) recitation method
- c) demonstration method d) conference method

a) Lecture method : This method is most commonly used to speak to large groups about general topics. Lectures should be used to teach adult groups and they should be very brief and interesting.

b) Recitation method : This method employs question and answer method of teaching and gives a sense of participation to the trainees. It creates a class room atmosphere and can be used only when there are few trainees.

c) Demonstration method : This is commonly used in laboratory or scientific instruction. The interest of the group can be stimulated if the trainees are also put on demonstration.

d) Conference method : The conference method of direct group discussion is the best method of exchanging information and ideas among adults. It gives the trainees a sense of participation and keeps them awake."²⁸

27. Saxena.S.C. n.9, p.436.

28. Ibid.,

Another method which can be conveniently used is role play method. "This method is very useful in developing the skill of the trainees. He is actually made to do and participate actively in the learning process."²⁹ The training under any of the above methods can be made more interesting and effective by the use of modern teaching aids like the televisions, video cassettes, overhead projectors etc.

The methods discussed above are only the different methods of imparting instruction while imparting the training. The different methods of training the workers are discussed below:

a) On the job training : In this method of training the employees are coached and instructed on new work by skilled workers, by supervisors or by special training instructors. To be effective the instruction should be helpful, friendly and personal. On the job training may involve

i. Job rotation : In this the trainee being sent through different jobs and thus providing the trainee a broader exposure. When the trainee is made to work in different positions, automatically he develops around skill.

ii. Delegation : Here the subordinates are made to do and take decisions on their own. This is very useful in developing the decision making and leadership skills of the trainees."³⁰

29. R.S.Davar, n.12, p.131.

30. Ibid., p. 126.

- b) Apprenticeship training : Apprenticeship training is the oldest and most commonly used method for training in trades, crafts and technical areas. It is widely in vogue in many industries today. After the completion of the course of nearly three to four years, the worker is usually absorbed by the organisation itself.
- c) Training within Industry (TWI) : TWI was developed during the second world war by the manpower commission under the sponsorship of Council of National Defence, U.S.A. TWI is employed by ver_ large corporations employing thousands of workers and requiring hundreds of skilled workers suited to the particular needs of the industries like steel mills, tool making and machinery manufacturing etc. Such industries usually have their own schemes of training.
- d) Vestibule training : Under this type of training the conditions similar to the actual factory conditions are created and the workers are made to work in it. The outstanding advantage of this method is that the worker after completing the training period, when he is put to work in the factory he feels at home and works with full confidence. This type of training is suitable when a special coaching is desired.

2.7 Types of Training

- a) Induction training : (Orientation training) : "This involves the process of introducing or orienting a new employee to

the organisation, its procedures, rules and regulations."³¹ It helps the new employee to acquaint himself with the work environment and the fellow employees. Induction training aims at building up new employees confidence in the organisation and in himself and promotes a feeling of belongingness and loyalty to the organisation among the newcomers. It supplies the new employee with the basic information like the location of the locker room, cafeteria and other facilities, leave rules etc. The induction training is essential not only to the new employees but it is also necessary for those who are promoted.

b) Refresher training : "This type of training will be useful to acquaint the existing employees of the enterprise with the latest methods of performing the jobs and helps to improve the work efficiency. The retraining programme is designed to avoid personnel obsolescence. Generally the existing employees skills become obsolete due to technological changes and forgetful nature of human beings."³²

c) Internship training : In this type of training a particular vocational training professional institute enters into an agreement with a large business enterprise for the provision of practical knowledge to its students. Such training is generally meant for such vocations as are in need of advance theoretical knowledge being backed up by practical experience

31. M.S.Ramesh, Essentials of Business Organisation and Management, Kalyani Publishers, 1985, p. LM-40.

32. Ibid., p. 41-LM.

on the job.

"Training applied and practised methodically can and does make a very significant contribution to operational effectiveness. Systematic training as a part of operational commitment has a key role to play in the quest for efficiency and profit."³³ "Modern training and development programmes like simulation, management games, programmed learning etc., should be adopted for quick results. Refresher programmes to management helps managers to control professional workers whose number is increasing day by day."³⁴

"While large sums of money are being spent on training and an increasing number of people are being trained in various disciplines, the goals and objectives of this activity are ambiguous. Most training activity is organised on the premise that adult employees are interested in learning and are mature enough to know the advantages of undergoing a training programme. This factor can vary and there could accordingly be a whole range of responses to training. Motivation is not given due weightage in many a cases. Linking training needs of an organisation with that of an individual base is a problem area. It is very difficult to select the participant for the programme. Supervisors and their views should be involved in the selection programme."³⁵

33. Gordon Rabey, foreword by R.C.Stuart, n.14.

34. Dale Yoder, Paul Staudohar, n.8, pp. 25-26.

35. Singh and G.K.Suri, edtd. Personnel Management: Personnel function-A Managerial Perspective, A, Monappa and M.A.Joshi AIMA, Vikas Management series, 1985.