

CHAPTER III : T R A I N I N G :

3.1. Meaning and Definitions:-

The advanced Learners' Dictionary of Current English-- by Hornby, Gatenby and Wakefield- gives meaning of training as-- give teaching and practice in order to bring to a desired standard of behavior, efficiency, or physical condition.

Training means changing behavior patterns. Training is the art of doing the job in a correct, effective and efficient manner and it may even be described as 'Something which is necessary for everything'. In Industry, it refers to the process of passing along 'know-how' through carefully selected method according to a well-conceived plan, by competent and well-prepared people, in a suitable learning climate to shorten learning time and experience. Training is telling plus showing, plus supervising until the desired change is achieved in the skill, attitude or behaviour. ¹

Training can only add to and build upon the foundations of existing knowledge and experience. ² Some insist that training teaches the student only "what" to do, where as education explains "why". Others adopt the philosophy that their function is to teach employees what to do in given circumstances, with specific materials, to achieve a predesignated end. ³

1-Dr.S.C.Saksena, Business Administration & Management, Sahitya Bhavan, Agra, 1982, p.144

2-G.Mills & O.Standingford- Office Administration, The English Language Book Society Ltd; Pitman, 1979, p.

3-Bethel, Smith Stackman Industrial Organisation & Management, McGraw Hills Book Co. Tokyo, 1962, p.423.

Training has been defined by various authors as--

1-Dunn & Stephens-

"Training refers to the organisation's efforts to improve an individual's ability to perform a job or organisational role." ¹

2-Jack Halloran-

"Training is the process of transmitting and receiving information related to problem solving." ²

3-Dale S.Beach-

"Training is the organised procedure by which people learn knowledge and/or skills for a definite purpose."

1-Dunn, J.D. and Stephens, E.C. Management of Personnel, McGraw Hill Book Company, New York, 1972, p.181.

2-Jack Halloran, Applied Human Relations, Prentice-Hall of India Pvt. Ltd; . New Delhi. 1978, p.326.

3.2. Need of Training:-

The efficiency of any organisation depends directly on how well its members are trained. Newly hired employees almost always need some training before they can take up their work, while older employees require training both to keep them alert to the demands of their jobs and to fit them for transfers and promotions.

Management training, an essential part of management development, supplements other developmental techniques such as job rotation and performance evaluation. Training is necessary to help promotable managers to prepare for advancement, to assist managers having difficulties with their present job, to prevent managerial obsolescence, and to build morale in lower-level managers by demonstrating top management's interest in them.¹

A wise management uses training as a tool of control. Training has been a successful method of reducing accidents, reducing waste, and increasing quality.²

The people are a most important part of the organisational context, since it is their abilities which determines organisation's performance, and it is the development of abilities which is the focus of training.³

1-Struss and Sayles, Personnel, Prentice Hall of India, New-Delhi, 1971, p.568.

2-Walter D. Scott, Personnel Management, Tata McGraw Hill Publishing Co. Ltd; New Delhi, 1977, p.284.

3-Alan Mumford, The Manager and Training, Pitman Publishing, London, 1971, p.40

There is an ever present need for training men so that new and changed techniques may be taken advantage and improvements effected in the old methods, which are woefully inefficient.¹

In today's fast moving world, a man's earlier education and training is no longer sufficient to carry him through his job because jobs are growing faster than the man who hold them. This is primarily due to the increasingly obsolescence of human knowledge by current ongoing revolution in science and technology. Apparently, a technologist trained today shall find many gaps in his occupational knowledge, which he must fill in through training, if he is to defend his position later. The same holds true for the manager/administrator because management in a dynamic age, recent advances in our understanding of human behaviour and the emergence of new concepts like organisational development are quite a world apart from what management used to be a couple of decades back.

Thus there is, on the one hand, an increasingly demand for manpower which should not be only highly skilled; but more adaptable to changes in environmental and technological fronts. On the other hand social changes including frequent changes in the education system, altering the pattern of supply of human resources in terms of the

1-Gordon, S. Watkins, Paul A. Dodd, The Management of Personnel and Industrial Relations, McNaughton and Paul Parsons, New Delhi, 1976, pp. 572-574.

knowledge, skill and attitude quite often not in gear with technological requirements. In this context training and development has a great relevance in seeking to impart necessary and relevant skills and knowledge to these fresh inputs.

Training complements selection. If the personnel department can recruit well-qualified candidates, there will be less need for training ⁱⁿ inside the organisation, if it can recruit only poorly qualified candidates, then training must try to fill gap. And yet training cannot do everything, for some candidates may be so poorly qualified that they lack the ability to learn.

The units under study prefer well qualified candidates instead of recruiting poorly-qualified candidates. But in practice there is a gap between academic learning and practical requirements of units under study in particular and concerned industries in general. For example Rashtriya Chemicals & Fertilizers Ltd; and Hindustan Antibiotics Ltd;- the gap, between theory and practice forced these units to establish special training institutes with in the organisation itself.

3.3. Importance of Training :

" The great men and ~~of~~ life is not knowledge but action " (Thomas Huxley). But we ^{may} add that action based on thorough knowledge leads to alround progress.

A major part of an individual's life is spent in school and college in learning and training to preparè himself in to a mature component and responsible adult. The training doesnot end when he enters into a business or industry, indeed it continues throughout his entire career with exposure to various kinds of formal and informal training progammes. ¹

The area of industrial training which draws heavily on many psychological principles, has become increasingly important at all levels of organisational hierarchy in recent years. ²

A training programme gives to the management an opportunity to explain carefully and clearly its policies, rules and regulations.

Problems in finding the correct skills in the labour market can be solved by the internal training. Training is the cornerstone of personnel administration. Employees must be systematically and scientifically trained, if they are to do their jobs well.

1-P.K.Ghosh and M.B.Ghorpade,
Himalaya Publishing House, Bombay, 1979, p.169.

2-Ibid.

The satisfaction an employee derives from his work experience depend on his knowing ~~w~~ what to do and how to do it. Employees who understand their jobs are likely to have higher morale. Training motivates employees to work harder. Training is a widely accepted problem-solving device.

The ^uH~~u~~man Resources Development Philosophy of which training is a significant part is increasingly paid attention, ~~to~~ in response to the question ~~of~~ increasing production and productivity. Training rather than being considered as a wastage of management resources has come to be realised more prominently in the industrial organisation as one of the vital tools and a matter of priority. ¹

Training based on a recognition in the system of work individual's need to exercise responsibility and initiative is likely to be more productive in the longrun. ²

Training provides to employees competence to assume the new jobs.

Full and proper training gives workers fresh interest in their work, it increases their capacity for doing better things, it ~~reduces~~ gives them pride in their work, increases morale, and gives them better chances of promotions. ³

1-Roy. J. And Mukhopadhyay, A. Executive, Is Training a need of Priority, Sep., 1978 (14) 31-33.

2-Alan Mumford, The Manager and Training, Pitman Publishing, London, 1971, p.40.

3-J.Denyeer, Office Management, The English Language and Books Society, Mcdonanld & Evans Ltd; London, 1974, p.128.

3.4. Training and Development :

It is complex process and is concerned with increasing the capabilities of individuals and groups, so that they may contribute effectively to the attainment of organisational goals. This process includes :

- i) The determination of training needs for personnel at all levels, skill training, employee counsellings, and programmes for managerial, professional and employee development; and
- ii) Self-initiated development activities (formal education) during off-hours (including attendance at school/ college/ professional institutes); reading and participation in the activities of the community.

Under the area, the training needs of the company are identified, suitable training programmes are developed, operatives and executives are identified for training, motivation is provided for joining training programmes, the line management is advised in matter of conducting training programmes, and the services of specialists are enlisted. The effectiveness of training programmes has to be evaluated by arranging follow-up studies.

"Training is a short-term process utilising a systematic and organised procedure by which non-managerial personnel learn technical knowledge and skills for a definite purpose..... Development is a long-term educational process utilising a systematic and organised procedure by which managerial personnel learn conceptual and theoretical knowledge for general purpose. ¹

Training refers only to instruction in technical and mechanical operation, while development refers to philosophical and theoretical educational concepts.

¹-Steinmetz, Lawrence L. " Age unrecognised Engima of Executive Development", Management of Personnel, Quarterly, Vol. VIII No. 3, 1969.