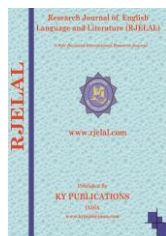**REVIEW ARTICLE**

TRAINING AND DEVELOPMENT—A KEY PROCESS FOR PROGRESS

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ABSTRACT

Training and development research has an extensive tradition within applied psychology which dates back to the early 1900's. Over the years, not only has attention and curiosity in the topic grown but there have been remarkable changes in both the science and practice of training and development. Training is a learning experience that seeks a relatively lasting change in an individual that will develop his/her ability to perform the job. It is an exceedingly useful tool that can bring employees into a position where they can do their job appropriately, effectively, efficiently and conscientiously.

Training is the act of increasing the knowledge and skill of an employee for doing a particular job. Almost in all organizations or institutions, most employees have some weaknesses in their workplace skills. A training programme permits to strengthen those skills that each employee needs to perk up. A development programme brings all employees to an advanced level so that they all have similar skills and knowledge. The present research paper throws light upon the importance, benefits and major objectives of training and development as a key process for progress.

INTRODUCTION

Training and development research has an extensive tradition within applied psychology which dates back to the early 1900's. Over the years, not only has attention and curiosity in the topic grown but there have been remarkable changes in both the science and practice of training and development. Training is a learning experience that seeks a relatively lasting change in an individual that will develop his/her ability to perform the job. It is an exceedingly useful tool that can bring employees into a position where they can do their job appropriately, effectively, efficiently and conscientiously. Training is the act of increasing the knowledge and skill of an employee for doing a particular job. Almost in all organizations or institutions, most employees have some weaknesses in their workplace skills. A training programme permits to strengthen those skills that each employee needs to perk up. A development programme brings all employees to an advanced level so that they all have similar skills and knowledge.

According to Oxford Advanced Learner's Dictionary of Current English, "Training is the process of preparing somebody or being prepared for a sport or job."[1] Development is essentially an economic concept that has affirmative connotations. It involves the application of certain economic and technical measures to utilize available resources to

Dr.V.SREENATHA CHARY

instigate economic growth and improve people's quality of life. In other words, training is a programme that facilitates employees learn definite knowledge or skills to improve performance in their current roles. Development is more expansive and focuses on employee growth and future performance, rather than an immediate job role. Wikipedia, the Free Encyclopedia defines Training and Development as the process that:

> involves improving the effectiveness of organizations and the individuals and teams within them. Training may be viewed as related to immediate changes in organizational effectiveness via organized instruction, while development is related to the progress of longer-term organizational and employee goals. While training and development technically have differing definitions, the two are often used interchangeably and/or together. Training and development has historically been a topic within applied psychology but has within the last two decades become closely associated with human resources management, talent management, human resource development, instructional design, human factors, and knowledge management.[2]

IMPORTANCE OF TRAINING AND DEVELOPMENT IN THE WORKPLACE

Although there are many categories of training such as management training or sales training, employees with Project Management skills are an imperative asset to any organization. But what does training and development mean to any organization?

Training offers a leading prospect to expand the knowledge base of all employees, but many employers in the existing climate find development opportunities pricey. Employees attending training sessions also miss out on work time which may interrupt the completion of projects. However, notwithstanding these probable drawbacks, training and development provides both the individual and organizations as a whole with benefits that make the cost and time a valuable outlay. The return on

investment from training and development of employees is actually a no brainer or that requires or involves little or no mental effort.

BLENDED LEARNING

Today, the concept of 'Blended Learning' is becoming more and more trendy globally. Blended Learning is the effective amalgamation of online learning and classroom learning. Many of today's organizations, particularly the structured ones, prefer their staff to learn on-site rather than attend off-site training programmes – especially in industries like oil and gas where it is often very impractical to attend off-site courses. On-site learning programmes like the blended learning approach, allow these organizations to train more people working across a larger international footprint. This makes it much more cost-effective and allows for greater process consistency.

In the conclusion of their research article, *100 Years of Training and Development Research*, the authors, Bradford S. Bel and others underscore the point that "Private and public organizations spend vast amounts of money on training and development and almost every working adult will spend hours of their lives participating in learning experiences. There is both a business and personal imperative to better understand how humans learn at work and how best to design, implement, and support training and development activities. The state of knowledge regarding training and development has come a long way in the last 100 years, with research yielding many practical insights that can help guide practice."[3]

WHAT CAN TRAINING DO?

Training can do anything and everything. It has been used in organizations and companies for the past numerous decades. Although training and development requires investments of many sorts, there are cited advantages to integrating training and development into organizations. Training:

- increases productivity and job performance

- develops skills

- expands team performance

Dr.V.SREENATHA CHARY

- increases job satisfaction and morale among employees

- augments employee motivation

- amplifies efficiencies in processes, resulting in financial gain

- raises capacity to adopt new technologies and methods

- adds to innovation in strategies and products

- decreases safety-related accidents.

However, if the training and development is not planned and pointed at precise goals, it can lead to more harm than good. Needs assessments, particularly when the training is being conducted on a large-scale, are recurrently conducted in order to measure what needs to be trained, how it should be trained, and how comprehensively. Needs assessments in the training and development context frequently disclose employee and management-specific skills to develop organizational-wide problems to address, adaptations needed to suit changing environments or employee development needs. The extent of usefulness of training and development programmes can be foreseen by the needs assessment and how closely the needs were met, the execution of the training and trainee characteristics such as motivation and cognitive abilities. The efficiency of training is characteristically done on an individual or team-level, with few studies investigating the impacts on organizations.

CHIEF OBJECTIVES OF AN HRD COURSE

The chief objectives of a Human Resource Development course must explain and demonstrate the contribution of the HRD in an organization and enable the student to build up an ability to decide learning and training needs; and have capability in the design and delivery of learning programmes. Organizations are made up of people: their knowledge, skills, attitudes and interconnections. In order to survive and flourish, organizations need to facilitate the growth of all of these as part of an HRD strategy. Human Resource Development (HRD) is a key activity that methodically leads to the growth and development of people in organizations, and makes organizations more efficient. The process of identifying needs and designing and delivering HRD interventions that are part of the course are crucial skills for all.

TRADITIONAL AND MODERN APPROACHES

Most of the organizations in yester years never used to believe in training. They were just holding the traditional view that managers are born and not made. There were also some views that training is a very expensive affair and not worth. Organizations used to believe more in executive pinching. But now the picture seems to be changing. Modern approach of training and development is that Indian Organizations have realized the significance of corporate training. Training is now treated as more of retention tool than a cost. The training system in Indian Industry has been changed to create a more rewarding workforce and yield the best results. The focal area is changing towards innovation. Innovation comes from integrating programmes into day-to-day operations and systems of career advancement. It also comes from the use of technology in managing the processes. Finally, it comes from the right decision-making that is based on them. According to Sheila Riley,

> In 2007, India's top five IT companies—TCS, Infosys, Wipro, Satyam, and HCL had recruited around 1,20,000 new employees, most of them coming straight from Indian universities. Training provided to them, described as "Freshers' Training", is a major part of corporate strategy, with CEOs and many senior employees often deeply involved. It is costly and time-consuming as all the new recruits are at their nascent stage to understand the practical implications of the theory which they had studied. But there's a paradox: Although the Indian model works well, it is only for India-specific reasons. India lacks a sound accreditation system for higher education. The workforce absorbs and trains most students who graduate from unaccredited institutions. For the political and economic stability of a country it's important to

Dr.V.SREENATHA CHARY

engage   youth   in   technological
development.[4]

CONCLUSION

The   primary   objective   of   training   and
development is to make sure the availability of a
skilled and willing workforce to an organization. In
addition to that, there are four other objectives:
Individual, Organizational, Functional, and Societal.
Individual Objectives help employees in achieving
their personal goals, which in turn, enhances the
individual   contribution   to   an   organization.
Organizational Objectives assist the organization
with its primary objective by bringing individual
effectiveness. Functional Objectives maintain the
department's contribution at a level suitable to the
organization's needs. Societal Objectives ensure that
an organization is ethically and socially responsible
to the needs and challenges of the society.

In   the   field   of human   resource
management, training and development is the field
concerned with organizational activity aimed at
enriching the performance of individuals and groups
in organizational settings. It has been known by
several   names,   including employee
development,   human   resource   development,
and learning and development. To conclude, we
may say that there is nothing training cannot do.

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Dr.V.SREENATHA CHARY