Role of Training & Development in an Organizational Development

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Abstract

Training and development is the field which is concerned with organizational activity aimed at bettering the performance of Individuals and groups in organizational setting. It is a combined role often called human resources development (HRD) meaning the development of "Human" resources to remain competitive in the marketplace. Training focuses on doing activities today to develop employees for their current jobs and development is preparing employees for future roles and responsibilities. It carry out an analysis that the objective of training and development is to creative learning organizations which ensure that employees through value addition can effectively perform their jobs, gains competitive advantage and seek self growth: this measurable performance resulting from good training and development, shall enhance organization development. It is a process transferring information and knowledge to employers. It is equipping employers to translate that information and knowledge into practice with a view to enhancing organization effectiveness and productivity, and the quality of a management of people. It should be considered along with education policies and systems which are crucial to the development of human resources.

Keywords: Training and Development, goals, Role in achieving Organizational Performance.

1. Introduction

Conventional 'training' is required to cover essential work-related skills, techniques and knowledge, and much of this taking a positive progressive approach to this sort of traditional training. Training and development guide is oriented chiefly around what's

good for people, rather than chiefly what's profitable for organizations. The reason for this is that in terms of training, and development, what's good for people is good for the organizations in which they work–what's good for people's development is good for organizational performance, quality, customer satisfaction, effective management and control, and therefore profits too. Organizations which approach training and development from this stand point inevitably foster people who perform well and progress, and importantly, stay around for long enough to become great at what they do, and to help others become so. Training is a very commonly used word, it traditionally 'belongs' to the trainer or the organization, it should be about whole person development–not just transferring skills, the traditional interpretation of training at work. Being realistic, corporate attitudes and expectations about what 'training, and does cannot be changed overnight, and most organizations skill see 'training' as being limited to work skills, classrooms and power point presentations-However, when your start to imagine and think and talk about progressive attitudes to developing people beyond and traditional skills training. The objectivity of training and development and its continued learning process has always been leverage with an organization and now it has become rather an over arching trend of social needs, emphasizing that organizations must inculcate learning culture as a social responsibility. It has been also proved by many studies in the past that there are sound connections between various training and development practices and different measures of organizational performance.

2. Literature Review
2.1. Training and Development
As defined by Richard Beckhard, " Organization development" (OD) is a planned, top down, organization-wide effort to increase the organisation is effectiveness and health. OD is achieved through interventions in the organization's "Processes" using behavioural science knowledge (i) According to warren Bennies, OD is a Complex strategy intended to change the beliefs, attitudes, values, and structure of organizations so that they can better adapt to new technologies, markets, and challenges. Warner Burke emphasizes that OD is not just "anything done to better an organization," It is a particular kind of change process designed to bring about a particular king of end result OD involves organzational reflection, system improvements, Planning and self analysis.

2.2. Training and Development and its Process
In order to ensure that our employees are equipped with the right kind of skills, knowledge and abilities to perform their assigned tasks, training and development plays its crucial role towards the growth and success of our business. By choosing the right type of training, we ensure that our employees possess the right skills for our business, and the same need to be continuously updated in the follow up of the best and new HR practices. To meet current and future business demands, training and development process has assumed its strategic role and in this regard few studies by

Stavrou et al.'s (2004) and Apospori, Nikandrou, Brewster and Papalexandris's (2008), have attained much importance as these highlight the T&D practices in cross-national contexts. Apospori et al. (2008) had deduced that there is a considerable impact of training on organizational performance. Differently from these studies, Cunha, Morgado and Brewster (2003) were the only ones who could not determine the impact of training on organizational performance, and suggested that another study on analysis of this relationship was needed.

3. Importance of Training and Development in an Organizational Development

Training and career development are very vital in any company or organization that aims at progressing. This includes decision making, thinking creatively and managing people. Training and development is so important because-

- Help in addressing employee weaknesses
- Improvement in worker performance
- Consistency in duty performance
- Ensuring worker satisfaction
- Increased productivity
- Improved quality of service and products
- Reduced cost.
- Reduction in supervision.

4. Objective of the Study T&D

The Major objective of the study is to analyze the role of training and development in an organization development. The following are the specific objective of the study.

- Training and development helps in optimizing the utilization of human resources.
- Training and development helps in increasing the productivity of the employees.
- Training and development helps in creating a beeter corporate image.
- Training and development helps in inculcating the sense of team work,team spirit, and inter-team collaborations.
- Training and development helps in improving the health and safety of the organization thus preventing obsolescence.

5. Approaches to T&D

5.1 Reactive Approach

The traditional approaches to training can be generally termed as reactionary, driven by tactical delivery of technical skills in bricks and mortar, classrooms trainings and where training is seen as an event oriented activity.

5.2. Proactive Approach

In the learning organization this approach aligns all learning activities with the corporate business strategy, and its focus is on developing competencies.

5.3. Active Learning Approach

In this approach, trainees play a leading role in learning by exploring issues and situational problems under the guidance of their facilitator. The trainees learn by asking thought provoking questions, searching for answers, and interpreting various observations made during the process. The active learning approach has its lasting impact on learning since it helps in long-term retention and finding better solutions in the challenging situations. In today's fast paced world, continuous learning is essential to success. Individuals need to learn to succeed in life and at work. Companies need to ensure their employees continue to learn, so they can keep up with increased job demands and so the company can gain or maintain competitive advantage.

6. Discussion
6.1 Training and Development
(i) Identification of Training and Development Needs

Managers are expected to discuss training and development needs with each of their staff at least annually as part of the Performance Review and Planning process. The training and development needs of staff newly appointed to their positions should be discussed within four weeks of their taking up the position, whether or not they are new to the organization.

(ii) Internal Training and development Sessions

The Training and Development Unit organises training for staff on all campuses sites and can set up specific sessions to meet identified needs for a department or section group of departments, or occupational group. Computing Services also administers an ongoing programme of courses for staff and other organization sections and departments offer training sessions for staff as needs arise.

(iii) External Training and Development

Organization sponsored staff attending external courses from time to time the organization may decide to send staff to specific external courses. Depending upon the nature of the course and the time frames, nominations may be sought by the Director Training and Development from appropriate managers. Representation will be decided by the Nominations sub committee of the Training and development Advisory Committee in accordance with the criteria outlined below. Fees (and approved travel and accommodation where applicable) will generally be met from the centralised training budget. Any other incidental costs are the responsibility of the nominating department or section. Staff members supported from this budget are generally expected to submit a brief report to the Director, TDU, and where appropriate, may be expected to pass on the knowledge and skills gained to a wider group, for example through seminars or workshops.

6.2 Training and Development Its Role in Achieving Organization
Is investment in the area of training and development linked to the bottom line within the business. Increasingly, high performing organizations today are recognising the need to use best training and development practices to enhance their competitive advantage. Training and development is an essential element of every business if the value and potential of it's people is to be harnessed and grown. Many studies have highlighted the clear links between well designed and strategic training and development initiatives and the bottom line within the business. The image of an industry and of individual employers is also influenced by the extent and quality of staff training and development. Potential employees in such an open labour market will assess the track record of prospective employers in this vital area. Career Progression and development is an increasingly attractive or even basic requirement for many such employees. In today's business climate where all industries are experiencing staff and skills shortages, companies are faced with stiff internal and external competition for quality employees. Each employer who invests seriously in the area of training and development will reap the benefits of an enriched working environment with higher levels of staff retention as well as increased productivity and performance.

6.3 Training and Development Goals in an organizational development
The types of training and development goals identified will depend on the personal and organizational objectives identified through the strategic planning process and the agreed appraisal procedure. In any event the goals shall, as a minimum standard, take account of the following.
- The mission
- The Values
- The strategic objectives of the college
- Equal Opportunities Policy
- Requirements for core competencies
- Continuing personal and professional development
- Requirements for professional and vocational qualification in further education
- Requirements for professional, vocational and workplace updating
- Requirements for organizational change

7. Hypothesis of the Training and Development in an Organizational Development
- It Improve productivity, effectiveness and efficiency of government service by development and better utilization of talents, abilities and potential of employees.
- It Helps employees develop their knowledge, skills and abilities so that they might become better qualified to perform the duties of their present jobs and advance to more responsible positions.

- Training and development provide for the development of managers and supervisors capable of organizing and developing effective management systems for the accomplishment of each State agency's goals and objectives.
- Alleviate labor market shortages and reduce personnel turnover.
- Prepared employees to deal more effectively with growing social, scientific and economic problems faced by government by making use of advances in professional and vocational knowledge and technology.

8. T&D Analysis and Findings

The analysis of the T&D research revealed that HR's role is to establish and implement a high-level roadmap for strategic training and development. The strategic positioning of training and development directly promotes organizational business goals and objectives, and thereby enhancing organizational performance. The findings emerged as a result of survey are discussed as under:

(1) Organizations must focus on continual learning and job trainings
(2) Line managers should be involved in TNA and policy decisions for training
(3) Good training must provides opportunities to learn and grow
(4) Employee Performance is augmented through competitive advantage

9. Conclusion

In India, many companies other than multi-nationals are not meeting the employee demands with reference to training and development and ultimately the gaps found in the required skills vis-a-vis attained skills have become so wide that inter-relationships of training and performance are badly disturbed. There is still a big gap between the knowledge and skills imparted and acquired in the institutions and its applications as seen in the industrial environments. Due to this gap, companies now feel that there should be a close liaison between such institutions and the industry so that employee development programs are made more purpose oriented. There are training institutions which offer customized as well as off-the-shelf programs based on their client's business operations but yet, there is much to be improved. Therefore, training and development cannot be disconnected from the business activities of the organizations; on the contrary, this is the area that clearly illustrates positive relationships between training activities and the organizational performance.

In particular it is recognised that an effective training and development policy can be a crucial factor in addressing inequalities in employment in relation to race, gender and disabilities. It is recommended that organization produce a training and development plan, the aim of which shall be to empower all employees to carry out their roles to the highest standards, and deliver high quality services to customar. In these guidelines, training and development are broadly defined as those activities aimed at raising the standards of employee practice and thus lifting the quality of the employees, and customars learning and organisation experiences.

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