Training and Development: Contemporary Issues and Challenges

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INTRODUCTION

Training and Development

Training is the act of increasing the knowledge and skills of employees in improving performance. The major outcome of training is learning how to perform jobs in most effective manner. It is a planned programme to bring measurable changes in skills, aptitude and social behaviour of employees.

Definition of Training

According to Edwin B. Flippo (1971), “Training is an act of increasing the knowledge and skill of an employee for doing a particular job.”

In the words of Beach (1980), “Training is a procedure by which people learn knowledge and/or skills for a specific purpose.”

According to Planting, Cord & Efferson, “Training is the continuous, systematic development among all level of employees of that knowledge and attitude which contributes to their welfare and that of the company.”

Training improves performance leading to promotion and self-growth, higher earnings. It is to make the workers handle machine, material and equipments more safely, so as to be less prone to accidents. Training brings changes in the attitudes, building confidence, and providing security to employees at the work place. Training is for executives with operational tasks. It improves technical or specific to task skills. Training is a reactive process, focusing on skills enhancement. Training should be more effectively managed so that the right training is given to the right people in the right form, at the right time and at the right cost. Training helps in upgrading the old talents and developed the new ones.

Definition of Development

Development is a systematic and organized mechanism by which personnel management get conceptual and theoretical knowledge. In other words, it consign not to technical knowledge and skills in operation but also philosophical and theoretical educational concepts. The concept ‘Development’ may be described into two ways:

- Management Development or Executive Development
- Organization development

- Management Development

Management development denotes planned efforts to improve current and future performance of executives to prepare them for higher jobs in organization.

- Organization Development

The ‘Organization Development’ is a systematic integrated and planned approach to improve the effectiveness of people and groups in organization. The organization development uses techniques for identifying and solving problems. Management Development is any attempt to improve current or future managerial performance by imparting information, conditioning attitudes, or increasing skills. According to Dale S. Beach, “Management Development is a systematic process of training and growth by which individuals gain and apply knowledge, skills, insights and attitudes to manage orientation effectively.”

According to Flippo, “Management Development includes the processes by which managers and executives acquire not only skills and competency in their present jobs but also capacities for future managerial tasks.”

In simple terms, training and development refers to the imparting of specific skills, abilities and knowledge to an employee.

A formal definition of training and development is “it is any attempt to improve current or future employee performance by increasing an employee’s ability to perform through learning, usually by changing the employee’s attitude or increasing his or her skills or knowledge.”

The need for training and development is determined by the employee’s performance deficiency, computed as follows:

Training and Development need = Standard Performance – Actual Performance
Need of Training and Development

Due to changing technology, quality conscious customers, greater productivity and better management, every organization needs training. In general terms, the need for training can arise because of the following reason:

- Changing technology
- Demanding customers
- Improved motivation
- Accuracy of output
- Jo requirement
- Organizational viability
- Internal mobility

Objective of Training and Development:

The objective of training and development are as follows:

- Improving quality of workforce
- Enhance employee growth
- Prevents obsolescence
- Assisting new comer
- Bridging the gap between planning and implementation
- Healthy and safety measures
- Re-learning from experience
- Awareness of the problem of assignment

Benefits of Training and Development:

Training is important and imperative tool for the organization to revamp the performance of all the personnel for the growth and success of the organization. Training is beneficial to both employers as well as employees of an organization. If an employee is trained well, he will become more efficient and productive. Firms can develop and enhance the quality of the current employees by providing comprehensive training and development. Training is essential not only to increase productivity but also to motivate and inspire workers by letting them know how important their jobs are and giving them all the information they need to perform those jobs (Anonymous, 1998).

The Benefit of Training and Development for Employers/Organization:

The advantages of training and development for the organization are numerous. Now a day, training and development is used by many organizations for two reasons. Through training and development important skills such as problem solving skills, communication skills and team building skills are developed. It improves productivity to speed up quicker and perform at higher quality levels which save time and effort. The benefits of training and development for employers/organization can be summed up as under:

- Continuous improvement
- Increased communication
- Standardization of procedure
- Economy of operations
- High morale
- Product and service enhancement
- Managerial development

The Benefit of Training and Development for Employees:

According to Goyal S., Chhabra N. (2015), the training not only cultivate work knowledge and skills, develop productivity for the production and services, but rather impacts on modification of employees’ attitude and behaviour to perform work. The prosperity of organization becomes explicitly dependent on the intellectual capacity of their employees and their ability to change and adjust to the dynamic business environment. Through training, employee morale and satisfaction, organization productivity and service quality improves and it also accelerates the individual societal growth. Many challenges are ahead; but now, more than ever, the training field lives in interesting times. Training helps organizations to remain competitive by continually educating their workforce. At the present and future changing and competitive environment training and development of HR makes organizations successful competitors and give them strength for survival. Training can help employees in several ways, as mentioned below:

- Increased productivity
- Talent pool
- Team spirit
- Increased consistency
- Job satisfaction
- Skills development
- Less supervision
The Process of Human Resource Training and Development

In the words of Rue and Byars, 1992 the process of HRTD must be systematic and directed towards the accomplishment of some organizational objectives, such as efficient production method, improved quality of products or services and reducing operational costs. Systematic training is likely to make organization efficient and progressive.

The following are the process of training and development:

- **Training Policy**
  Monappa and Siyadain, 1999; MCB, 2005; Wills, 1995, explain training policy as, in implementing Training and Development Policy, it is essential to ensure that each organization has its own training and development policy and strategy. It has the following importance. It helps to highlight the organization’s approach to the training function, provide guidance for design and execution and provides information regarding to the program to all employees. It helps in the identification of policy area in training and to communication the organization’s interest regarding to employees career development.

- **Human Resource Training and Development Need Assessment**
  Training needs is a gap that exists between requirements of given job and the actual performance of the trainees (Rudrabasavarji, 1979). The rapid growth of science and technology changes the job from its original specification. In order to overcome problems caused by various reasons such as retirement, promotion, transfer and death through training and development programs (Milkovich and Glueck, 1985; Turell, 1980; Kefyalew Alemu, 1990).
  Needs assessment diagnoses present problems and future challenges to be met through training and development. Organizations spend vast sums of money usually as a percentage on turnover on training and development. Before committing such huge resources, organizations would do well to assess the training needs of their employees.

- **Formation of Training and Development Objective**
  After identifying training and development needs the next step is defining objective of training and development. In the process of training and development activities, the needs assessment phase should provide set of objective for programs that might be designed (Gomez-Mejia, Blakin and Cardy, 1995).
  The objective of a training and development should be related to the training and development needs identified in the need analysis phase, without clearly set objective it is not possible to design a training and development program. Moreover, after it has been executed it will direct the other way of measuring its effectiveness (Aswathappa, 2002; Getahun, 1990).

- **Designing Training and Development Programmes**
  Once an employee’s training and development plan is drawn up it is necessary to design the various training programs that will be offered. According to Tracey, 1984, the following principles of training and development have to be considered in designing programs. Training programs must be delivery system that is selected on the basis of training effectiveness, available technology, cost effectiveness and result, training programs must provide ample opportunities for trainees to apply and practices newly acquired knowledge and skills.

- **Implementation of Training Development Programmes**
  Campagna, 1998, Armstrong, 2001 says that in the implementation of training and development program, the most important activities that should be performed includes; selecting the content of training programs, selecting appropriate facilities and premises of training programs, selecting the appropriate trainers and trainees, selecting appropriate time and training environment, selecting appropriate training and development methods.

- **Evaluating Training and Development Program:**
  The last stage in the training and development process is the evaluation of results. Since huge sums of money are spent on training and development, how far the programme has been useful must be judged/determined. Evaluation helps determine the result of the training and development programme. In practice, however, organizations either overlook or lack facilities for evaluation.
Training and Development Techniques

- **On-The-Job Training Methods**
  - On-the-job methods of management development are very popular and are used widely by majority organizations. These methods are popular among trainees also. They are more effective. These methods are most suited to technical personnel and scientists. These are low cost methods. The following is the brief resume of on-the-job methods of executive development:

  a) **Coaching**
     - Coaching is an activity of guiding a manager by a senior one. A senior manager is referred to as a coach. So coach makes an analysis of trainee’s work performance and tries to improve it with suitable guidance. He renders advice, criticizes, makes necessary suggestions and gives direction to the trainee executive for his growth and development. A feedback is also taken by the coach.
  
  b) **Job Rotation**
     - The job rotation is a very good method of transforming a functional specialist into a generalist executive. The job rotation refers to transfer of managers from job to another or from one department to another or from one section to another in a planned manner. Job rotation may be horizontal or vertical. The horizontal job rotation is a lateral transfer while vertical is a promotion. Many organizations in India use job rotation technique to impart multiple skills to their executives. It increases the knowledge and skills of performing various jobs in the organization and aids executive to gain in experience.
  
  c) **Mentoring**
     - According to Bhatta and Washington (2003), mentoring is a nurturing process in which a more skilled or more experienced person, serving as role model, teacher and sponsor, encourage, councils and briefs a less skill or less experienced person for the purpose of promoting the latter’s professional or personal development.
  
  d) **Understudy**
     - It is a development technique to prepare a manager for taking over the charge of his senior after his retirement, transfer, promotion or death. The executive who is understudy acts as assistant to the superior executive whom he will succeed. The senior executive teaches him all the skills and imparts complete knowledge for the performance of the job and gives him a feel of what his job is. The understudy is developed in all respects such as decision making, leading, problem solving, etc.
  
  e) **Multiple Management**
     - Multiple management is also known as committee management, under this technique a committee consisting of some managers is formed and given an assignment to study the company problems and to make advice or give recommendations to the top management. These committees are usually formed with the junior executives. They study the problem and find out alternate solutions, discuss them and arrive at a final decision.

- **Off-The-Job Training Methods**
  - Off-the-job development techniques are insufficient for the total development of executives of any organization. This gap can be bridged by adopting off-the-job development techniques. The important off-the-job development methods are the following:

  a) **Lecture Method**
     - It is very popular and simple method. The concepts, ideas, theories, principles are explained through lectures. The speaker is an expert who collects the material and delivers a lecture to the trainee executives. It is direct, time saving, low in cost method of explaining and presenting a viewpoint on any problem or subject to the trainees.
  
  b) **Case Study Method**
     - Under this technique the cases based on actual business situations are prepared and given to the trainee managers for discussion and arriving at a proper decision. Managers are given opportunity to find out the latent problems and suggest alternatives to tackle them. The selection of the best-alternative solution trainees have to suggest. This technique helps in improving the decision making skills by making analytical judgement.
  
  c) **Role Play Method**
     - It is also a simulated exercise. The participants have to assume a role of a person in the simulated situation. They have to react to one another in the similar manner as they would be doing a job as manager in real situation. Participants are given a list of learning points which they have to use during executive subordinate encounter. Through this technique the human relation skills, marketing and sales management, interviewing skills are acquired.
  
  d) **Management Game**
     - Under this technique the trainee executives are divided into rival groups assuming the management of simulated companies. Each rival group has to discuss a given subject relating to production, marketing,
pricing, etc., and arrive at a decision. The group react to the decision of each other. They get immediate feedback on their performance. This technique helps in building team spirit among executives.

e) **In Basket Method**
Under this method a basket containing various kinds of correspondence such as reports, letters, replies, applications each involving some problems is given to the trainees and within a specific time limit he has to sort out all the correspondence by passing orders, recommendations, delegating authority to his subordinates and distributing work, etc. Through this method trainee learns the decision-making abilities.

f) **Classroom Lecture**
According to Mamoria (1995), Classroom lecture involves the transmission of fundamental knowledge, required ideas and factual information from the trainer to the group of trainees at ago, to achieve low cost training method. Apart from being a low cost training method, it is unique in the sense that it provides a direct medium of communication with the trainees in addition to providing an opportunity for an exchange of ideas between the trainees and the instructions.

g) **Simulation Method**
Simulations are popular techniques of management development. In this technique a duplicate work situation similar to the actual job situation is created and the trainee is given a particular role to find out solution to the problem and take decision. He gets a feedback of his performance. It sharpens the decision making quality of the trainee.

h) **Critical Incidents**
Under this technique the incidents based on real situation are prepared. Each participant is asked to study the incident and make decisions. Afterward, the group of participants makes discussion and arrives at a decision. This method develops the intellectual level, judgment of the participant. This technique was developed by Paul Pigors.

i) **Sensitivity Training**
This is the technique of bringing about the change in behaviour of the executives through group processes. According to Edwin B. Flippo, the objective of this technique is the “development of awareness of and sensitivity to behavioural patterns of one self and others.” This technique is also referred to as laboratory training. This technique helps in creating mutual trust and respect. It thus develops managerial sensitivity. It develops team spirit.

**Training and Development: Issues & Challenges**

According to Wei-Tai, (2006), Due to fast pace global and technological development the firms are now facing new changes as well as challenges. Technological advancements have moulded the need of capacities and competencies required to perform a particular tasks. Some of the issues and challenges involved with training and development programs of organization may be summarized as:

- **Lack of Commitment and Involvement from Executives**
Without top executive commitment and involvement, training and development will be ineffectively and major pros will fall short of expectations. Commitment is critical, which equates to resources being allocated to the training and development function and its specific pros. Involvement includes the actual presence and actions of individual executives in the process.

- **Failure to Prepare the Environment for Transfer**
Regardless of what participants learn from a training program, without transferring it to the job, performance will not change and the training program will fail. This transfer training problem has been an important issue in training and development for decades.

- **Lack of Management Reinforcement and Support**
Without management encouragement and support, participants will rarely implement new skills and knowledge in the workplace. The manager’s role, therefore, is critical in the learning process.

- **Lack of Alignment with Business Needs**
A training program’s payoff comes from the business measures that drive it. If a training program is not aligned or connected to a business measure, no improvement can be linked to the program. Too often, training is implemented for the wrong reasons – a trend, desire or perceived need that may not be connected to a business measure.

- **Participants are not held Accountable for Result**
For training programs to be successful, participants must individually drive performance change. When pressed for reasons for not changing behaviour, participants are quick to blame others, usually the boss. But that may not be the real issue.

**Training Evaluation Model**

Objectives of training evaluation is to determine the ability of the participant in the training programme to perform jobs for which they were trained, the specific nature of training deficiencies, whether the trainees not needed for the participants to meet job requirement. According to Donald Krikpatrick, 1998, there are Four-
Level Training Evaluation Model which serves as a tool in analyzing the effectiveness of training. The Four Level Models are:

- **Level 1 : Reaction**
  
  Reaction refers to attitude of employee about the training, whether the employee considers training to be positive or negative one. If reaction is positive then people have accepted the program and changes will be possible.

- **Level 2 : Learning**
  
  Another method of judging effectiveness is to identify levels of learning i.e. how much the people have learnt during the training. This can be found out by trainers mark sheet, the report submitted by the employee, and actual performance.

- **Level 3 : Behaviour**
  
  The HR department needs to understand behaviour of the employees, to understand the effectiveness of training. The behavioural changes can be seen in how the person interacts with juniors, peer groups and senior. They mark changes in behaviour and inform the HR department of the success of training program.

- **Level 4 : Result**
  
  Result provided by employee in monetary terms also determines effectiveness of training program i.e. employee success in handling the project, the group performance before and after training etc.

**Training and Development in SMEs**

SMEs with good training are bound to perform better as the various studies have confirmed that training and development ensures competency and provide opportunities to the employees for developing their skill and talent that enable them to achieve professional and personal career objectives within organization’s goals. These automatically lead to improved performance if training and development is professionally planned and implemented. The previous research confirms that a successful training and development prepares individuals to undertake a higher level of work, and provide the possibility of performance change; and this enhances the performance of the individual and of the organization. It therefore follows that SMEs with good practices of training and development were found to perform higher than those without. It is important to support SME managers, employees or entrepreneurs by all means to train its employees professionally.

Capacity or ability building of the employee engaged with SMEs is the core issue affecting almost all small and medium organization in the country. The performance of an enterprise and its economic success depend very much on the capacity and competence of employees to permanently adapt to changing environments and market conditions. Therefore, the continuous development of skills, competences and knowledge is a self-evident task, with managers and entrepreneurs in the field of training and competence development programmes.

**REFERENCES**


