



ROLE OF TRAINING IN IMPROVING PRODUCTIVITY

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ABSTRACT :

Training is concerned with increasing knowledge and skill in doing a particular job and the major burden of training falls upon the business organisation in which the job is located. On the other hand, education is concerned with increasing general knowledge and understanding of the total environment. Thus, education is broader in scope, its purpose is to develop an individual. Training is job-oriented (skill learning) and education is person oriented (conceptual learning). Education is imparted through schools and colleges and it aims at improving the talents of a person. Training is practice based and company specific. Though training and education differ in nature and orientation, they are complementary to each other. There is some education in all training and in all education there is some training. It is difficult, in practice, to differentiate between education and training because in many cases both of them occur simultaneously. Training helps an individual learn how to perform his present job satisfactorily. Development involves preparing the individual for a future job and growth of individual in all respects. Training is mostly the result of initiatives taken by the management. This paper attempts to study the role of training in increasing the productivity.



KEYWORDS : Cost-Benefit Analysis, Knowledge Management, Productivity, Training.

INTRODUCTION

The training activity has now come into its own, with a large number of institutions offering courses, with corporations also running their own training centres. The infrastructure and the budgets are indeed impressive. Professional bodies are organizing conferences and seminars, both at the national and regional level. Participation is on the increase. Organization of programmes and dissemination of knowledge and ideas is certainly welcome but now training has become an integrated activity. The linkages have to be clearly worked at. The corporate mission, the strategic plans, the job roles needed to achieve them, all have to be dovetailed in order that the real training gap and consequently the need be identified and the proper programme designed. The participants of these programmes, their HoDs and supervisors have to be integrated into the corporate growth and future plans scenario.

The training activity is thus not an activity in isolation but the data base from a variety of sources, including needs have to be matched; a difficult chore, but nevertheless being attempted. It is a powerful motivator to an employee, when he is informed that as part of his career growth, the organization is investing in developing his talents, to mutual benefit.

However, training is not a panacea for all ills, be it at the individual or organization level. There are many ills like wrong selection/placement, outdated or extremely bureaucratic systems and procedures, poor

or inadequately matched needs and programme design/content for which the remedy lies elsewhere and certainly not in training. Recalcitrant participants who may be problem employees or those who are not adequately communicated with regarding their nomination and hence their defense mechanisms are up, results in their partial or noninvolvement in the process of learning and enriching themselves.

The third consequential issue is the cost-benefit analysis factor or the direct, tangible benefit to the organization, as a result of the training activity. Training is also a business activity and therefore programme fees alone are expensive, not to mention other costs. If after incurring the time and investment costs, the take home on the job application is minimal, there is a feeling of disenchantment. Levels of transference vary according to the type and level of position of the employee in an organization. Awareness programmes only trigger enriched thought process to enquire into the current state of affairs and also help realize that there are different ways of doing things, sometimes better than what one was doing. Willingness to learn, unlearn and constantly evaluate is an important constraint in the learning process. By freezing and not thawing, a fresh input is eternally lost.

While generally given lesser importance than warranted, the infrastructure facilities like clean and proper classrooms, accommodation, presentation of teaching material, equipment, catering, transport, library, faculty support all add up to the satisfaction of the participant and consequently enhanced learning. The learning climate is fostered by a high quality and efficient back up service. The participants ability to read, learn and retain, especially after years of being out of touch with an academic orientation, has also to be kept in mind, in designing the course, the time and space for preparation and in the quantum of reading and assimilation that one is expected to do. There is only so much that one can do in a day! This aspect needs to be monitored and some degree of compliance and course discipline ensured by the course coordinator.

OBJECTIVES OF TRAINING

- To provide job related knowledge to the workers.
- To impart skills among the workers systematically so that they may learn quickly.
- To bring about change in the attitudes of the workers towards fellow workers, supervisor and the organization.
- To improve the productivity of the workers and the organization.
- To reduce the number of accidents by providing safety training to the workers,
- To make the workers handle materials, machines and equipment efficiently and thus to check wastage of time and resources.
- To prepare workers for promotion to higher jobs by imparting them advanced skills.

Need for Training

Training of employees is essential because work-force is an invaluable asset to an organisation. Training is necessary for the following reasons

Increased Productivity: Training improves the performance of employees. Increased skill and efficiency results in better quantity and quality of production. A trained worker will handle machines carefully and will use the materials in an economical way.

Higher Employee Morale: A trained worker derives happiness and job satisfaction from his work. He feels happy when his performance is upto the mark. This also gives him job security and ego satisfaction. The employees will properly look after a worker who performs well. All these factors will improve employee's morale.

Less Supervision: The degree of supervision required for a trained worker will be less. He will not be

dependent upon the supervisor for minute details and may carry on his work himself. On the other hand, an untrained worker will need constant watch and he will require the guidance of the supervisor very often. A trained worker will be most disciplined and independent. He will not like any type of interference in his work and may not give any opportunity to the supervisor for complaint. Such workers can take more interest in their work and may contribute significantly in reducing managerial problems of supervision.

Less Wastage: Untrained workers may waste more materials, damage machines and equipment and may cause accidents. Accidents generally occur due to a deficiency in the operator and not in the machine. A trained worker will know the art of operating the machine properly. He will also use the material and other equipment in a systematic way causing less wastage. The control of various wastes will substantially reduce the manufacturing cost. The amount spent on training the workers will prove an asset to the organisation.

Easy Adaptability: The technological advancements will require new approach to work. The methods of work are constantly undergoing a change. This will necessitate the adaptability of workers to changing work environment. A trained worker can be more adaptable to change than an untrained one. The former can easily learn new work techniques with a little bit of guidance. There may not be any need to employ few workers for running new machines. The present workers will learn new techniques with some sort of orientation. The trained persons will adopt to new situation more easily because they have basic technical knowledge.

Reduced Turnover and Absenteeism: Labour turnover and absenteeism are mainly due to job dissatisfaction. When a worker is properly trained he will take keen interest in his job and can derive satisfaction from it. A satisfied person may not like to leave his job and try at a new place. Training helps in reducing labour absenteeism by increasing job satisfaction among them.

Employee Development: Training also helps in the development of employees. It first helps in locating talent in them and then developing it to the maximum. The adaptability of a worker will help him in working on new and improved jobs. If a worker learns fast then he will be able to develop his talent and improve his performance. Training gives him an opportunity to show his work also.

METHODS OF TRAINING

1. Case Study

The case study is a proven method for training and is known to effectively boost learner motivation. However, when learners lack access to the resources necessary to completing a case study or if the project become a challenge, their motivation and learning will be hindered.

This method is suitable for situations when the trainees have the core knowledge but can still benefit from training. Because this method comes with lower costs, it's also one of the more popular methods in different disciplines like law, counseling, and medicine.

2. Games-Based Training

Games have been used for many educational purposes, including training. Using games for education is affordable, competitive, and motivational, especially in the digital era, in which many applicants and employees are highly involved with technology.

One of the disadvantages of this method is the inability to determine the components in a game that will contribute to the training itself. Trainers can't really make sure that every learning concept will be accepted by the trainees through game playing.

Still, game-based training teaches students to compete in environments like business, sports, or law.

3. Internship

Internships are great for both sides. Employers can benefit from the help of employees, while employees can benefit from the guidance of and training by employers. Still, in some cases, this can be high-pressured or inconsistent.

However, in situations and environments where the learners have some base knowledge and the employers are supportive and understanding, this is an excellent training method.

4. Job Rotation

Job rotation can do a lot in terms of employee motivation and commitment. This method gives people chances to further develop and work toward a promotion and engenders satisfaction and cooperation. Still, for introverts, this is often a big challenge because of the fear that they might fail in front of others. Also, it's a method that requires a lot of time and room for error. But with the right background knowledge, both of these problems can be eliminated or at least reduced.

5. Job Shadowing

Job shadowing serves to generate employees' engagement and interest. Trainees get a chance to see their work from another perspective, which is perfect for those who are being considered for a promotion or a role change.

6. Lecture

Lectures are often dreaded and ridiculed, but they are the most commonly used training techniques. Yes, there is often a lack of interaction, but with the right speaker and simple lectures, this can lead to optimal learning.

7. Mentoring and Apprenticeship

When companies plan to groom people for promotion and growth, this is the best training method to use. Trainees can truly benefit from such a personalized learning structure, boost the mentor-trainee relationship, and facilitate their future career.

8. Programmed Instruction

Programmed instruction doesn't work without self-discipline, so it is most effective in cases when some straying from the program isn't detrimental to the company's success. Even so, this is an effective and flexible practice.

9. Role-Modeling

This is the counterpart of the lecture training method—one that promotes practice on lifelike models. It's often used in cases when employees need some practice after they see a lecture or a demonstration.

10. Role-Play

With role-playing, trainees can practice what they've learned in a personalized and simulated situation. They can still fail, but with good content and safe role-playing, there won't be any serious consequences.

11. Simulation

Simulation becomes more affordable every day. As such, it's commonly used for training that is considered costly or dangerous if performed in a real environment. This is a safe way to practice what would otherwise be risky.

12. Stimulus-Based Training

Stimulus-based training is a bit unconventional, but it's becoming more popular as time passes. It's a widely applied method that might make trainees a bit uncomfortable but can also enable them to acquire thorough knowledge faster than the other methods of training described here.

13. Team Training

Team training has a big and important goal: to connect a team. As such, it doesn't focus on trainees as individuals like the previously discussed methods; rather, this method is used to connect team members and make them more engaged in their training and work.

ROLE OF TRAINING IN IMPROVING THE PRODUCTIVITY

It is currently believed by scholars and experts in science teaching and learning skills required in specialized As an inevitable necessity of social importance and has a special place in the macro expansion. This is especially important in the specific form of this problem comes from the people to help educate Will be able to grow with its unlimited ability to realize their work in the field. In recent years, productivity in the countries discussed and what was important in scientific circles and in academic and administrative circles to speak of the productivity, and Dramatic changes in style and way of life and entering the information age and knowledge, development of human societies to use the new tools of information technology subject areas are made. Management system and good productivity in the industrial organizations, services, marketing and research and development in their country has a key role, Tries under management of human factors to achieve maximum results and the factors in order to best develop the organization's goals. Given the important role in the successful management of organizations, services, marketing and research, science and technology systems management and productivity of the development and management training in developing countries has acquired a high status achieved. Involve the development and advancement of sciences and arts organizations with systems management and productivity, managers must also have specialized information and knowledge management. In eliminating the need to train managers and system productivity, industrial engineering in higher education can play a useful role. The courses for undergraduate and graduate degree in any field of subsets with more depth and is taught and research Given the urgent needs of the graduate courses in industrial engineering education and research should be focused on management and productivity systems.

CONCLUSION

Employee productivity is the value that employees deliver for every task assigned on individual levels. More will be productivity; more will be the value that employees will be driving for the company. It is also referred to as an efficiency assessment of an individual's or group's contribution to attaining business objectives within defined time limits. Low engagement, lack of communication and leadership, dull work culture, etc. are clear reasons for decreased productivity. Make sure you develop the right culture to boost employee productivity.

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