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## ROLE OF TRAINING IN ORGANIZATIONAL DEVELOPMENT



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### ABSTRACT:

Organizations are supposed to work to achieve their set goals and objectives. Without having a systematic approach towards organizational development, an organization cannot succeed. Development of organization is a continuous and long term process. In competitive world skilled, competent, and talented human beings are backbone of any successful organization. Committed, competent and loyal human resource can address various problems in creative manner. This resource is not always readily available but need to be nurtured. Training is the prime source to develop such human resource. Training

programs are intended to impart skills, competence, and attitudinal change in employee. The concept of employee development can be brought into productive only when appropriate training inputs are provided. Systematically organized training programs helps to enrichment of skills, competency, and attitudinal change of employee. Employee Training programmes becomes the vehicle for getting a common understanding of organizational problems. Organizations with trained employee can face new challenges in competitive world. Training improves quality of work and life and organizational culture which is useful to retain existing talent. It also helps to improve productivity and profitability of a business organization.



**KEY WORDS:** *Organizational development, Systematic training, Enriched human resource*

### 1. INTRODUCTION :

Excellence in any form of organization depends on quality of human resource. For business

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organizations excellence is a key. In competitive world business are not going to success without skilled, competent, and talented human beings. Competency is though essential human traits and it can be developed systematic and rightly planned efforts. From these point of importance cannot be given second grade status. Training is not only essential but necessary function for continuous development of human resource. Developing talented competent employee minimizes large no of functional problems, reduces conflicts, and improves effectiveness and productivity. That's why expenses on training is basic investment in HRD. The approach towards training has thus altered in its totality. Today training is an independent, important, and inherent function of every HR department. How training promotes excellence, competence and caliber of employee is the topic of the present conceptual paper.

### 2. PURPOSE OF WRITING THIS PAPER

Present paper throws light on key issues related with role of training in organizational development. Today organizational development has become important issue for every institution irrespective its size, nature and activity. Developing an organization is a long term task which requires long vision and insight. Without having a systematic approach towards organizational development, an organization cannot succeed. True asset of an organization is its human resource. These resources are never available in backed and ready to use form. They have to cultivated and trained. From this point of view training has become important activity. How organization utilize training inputs, what are the considerations in designing training programs and need for enrichment of human resource is the subject matter of this paper.

### 3. OBJECTIVES

This paper is written with following objective-

1. To understand role of training in development of human resource.
2. To examine the silent features of training programs
3. To understand need of systematically designed training program.
4. To know how training enriches quality of human resource.
5. To understand how organizational objective is achieved through well defined training program.

### 4. WORKING DEFINITIONS

**1. Training Program** – It is well defined, systematically organized activity for enrichment of skills, competency, and cultivation of right attitude of employee.

**2. Purpose of Training** – Purposive training program means a training program aimed at enriching excellence in the employee

**3. Enrichment of Human Resource** – It indicates positive desired change in the quality of human resource through systematic efforts.

**4. Organizational Development** – It means and includes every attempt made to enhance status, capacity, strength, and scope of functioning of the organization. It usually leads to horizontal and vertical growth in the activities of organization.

## 5. DISCUSSION

### 5.1 Role of training in development of human resource

The main concerns before every organization are competence and capacity building of their human resource. In many cases successful organization suddenly die or start decline to want of high caliber human resource. Baring time the only resource that perishes without notice is human resource. Continuous effort, systematic approach and training only maintain and improve qualities of human resource. Modern thinkers have admitted the fact that in a dynamic world only competence is the key element that drives the organization ahead of others and therefore without enriching the quality of human resource organization cannot survive and grow.

### 5.2 Features of training

Though we accept the fact that training is an essential input of human resource development, in true séance it proves nothing unless and until one takes in account an essential feature of good training program how a training program should be designed. Training program not only improves caliber of employee but at the same time it minimizes cost of training. Therefore designing ideal training program has become extreme important activity of HR managers of organizations. What makes a good training program by taking into account of silent features of training program? The few important features are discussed here.

**1. Skills:** Training helps in imparting skills to employee. an employee needs skills to operate machines, and use other equipments properly, with minimum damage or wastage. Similarly other skills such as motor skills, interpersonal skills, leadership skills etc. are needed and provided through training program.

**2. Education:** It helps in teaching theoretical concepts and developing a sense of reasoning and judgment. Education is the understanding and interpretation of knowledge. Education must impart qualities of mind and character, and understanding of basic principles and develop the capacities of analysis, synthesis, and objectivity.

**3. Development:** It is less skill oriented and more knowledge oriented. Knowledge about business environment, management principles and techniques, human relations, specific industry of analysis etc. is useful for better management of the organization.

**4. Ethics:** There is no denial of the fact that ethics are largely ignored in businesses. Unethical practices are visible in marketing, finance, production, and even in the personnel department in an organization. It is important to enlighten all the employees in the organization about the need for ethical behavior.

**5. Attitudinal Changes:** Attitude represents feeling and beliefs of individual towards others. Attitude affects motivation, satisfaction, and job commitment. Negative attitude need to be converted into positive attitude.

**6. Decision Making and Problem Solving Skills:** Learning related to decision making and problem solving skills seeks to improve trainee's abilities to identify problems, collect and analyze information, generate alternative solution and choose the best solution from among the alternatives.

### 5.3 Need of systematic training program

Training programs in initial stages are considered as make shift arrangement just for imparting essential and immediate required information input. The narrow objective of training program was to disseminate information which later on up gradation to improve knowledge level in every day of organizational development. Training was an activity considered for more related to skill development. However it was Ducker who gave concept of total men which change approach towards training. When person is employed he comes with his values, attitude, ideas and approach. Hence a training program focused on skill development cannot work in long term. It is necessary that training should focus more on attitude formation and development of a right mindset. From this point of view the purpose of training become broader and focused.

The challenge for the organization therefore is to introduce a range of new innovative training and development programmes. No organization can get a candidate who exactly matches with the job and the organizational requirements. Hence training is important to develop the employee and make him suitable for the job. Training and development programs are the corner stone of sound management, for it makes employees more effective and productive. When carried out properly, training enables both people and organization to create more opportunities which arises. It is simple fact that the final challenge in making management development acceptable is to demonstrate to senior management that the organizational benefit far outweigh the cost. Trainers today will probably find themselves working in a range of different operations. They need to understand business and financial concepts if they are to make a full and effective contribution, where they work as an internal trainer or as an external training consultant.

It is better to retain the existing talent than to hire on a continuous basis. It is an established fact that human resources are assets and strategic business tools in an organization to drive corporate performance that provides a distinct competitive advantage

Motivation is a tonic for the workers. The more you motivate your subordinate, the more productive they become in their work. Work becomes enjoyable, challenging, and attains a supreme level through constant motivation. The motivation quotient of the employee seems to have a positive correlation with brand or corporate success

Employee Training programmes becomes the vehicle for getting a common understanding of organizational problems. Introduce employee development workshops between people. And where corporate information can be shared and acted upon. Let Employee development programme focus on how teamwork and the status of the can be improved. Let the Employee development workshop plan the adoption of matrix working. Let Employee development initiatives cultivate a philosophy that everyone can be improvers not caretakers, that all have an identity and a key role to play, and that everything can be caretakers, that all have an identity and a key role to play, and that everything can be done that little bit better, to the benefit of everyone. Let Employee development cultivate recognition of personnel interdependence with an ethics of "treat other as you would like to be traded". Modern management development is about encouraging individuality and creativity without loss of team working and organizational cohesion.

### 5.4 Training to enrich quality of human resource

Most important purpose of training is to enrich the quality of human resource. Number of training programs works unless and until it improves quality. Today human resource is considered as asset. Every investment in human resource is considered as human capital. As rightly said by Andrew Carnegi is "Real reason of success of an organization is enriched human resource". All other factors of

production are static but human resources are dynamic. Therefore enriching quality of human resource is the primary and only function of human resource management. Committed, competent and loyal human resource can address problems in creative manner. Therefore enrichment of human resource is real purpose of training. How training enriches quality of human resource can be understood if one takes into account following facets of training program.

### **1. Enhance speed of learning new skills**

Training as input helps employee to enhance their ability, new knowledge, concepts, and skills. Hands on technology can be improved with the help of training. Formal training programme often helps to understand concept and skills in more efficient manner. The employees need not learn by observing others.

### **2. Systematic Development**

Training is a rational and systemic approach to learn and develop a mindset. It helps to improve work procedures and work culture. Activities can be well defined and can be performed systematic manner which reduces errors and mistakes at workplace and enhance the performance level of the employee while performing the job.

### **3. Enhancement of Efficiency and Economy Of Operations**

Rightly defined training programme helps to change attitude and mindset of workers. A highly awakened employee can be developed through training programme. This reduces loss of resources and hence resulting in improving level of efficiency of employee. Reduction in wastage thus helps to avail advantages of economy of operations.

### **4. To Boost up Employee Moral**

There is a invisible relation between productivity, moral and skills. Naturally when the skills are developed, ability of employee is also enhanced which make him highly motivated and committed towards organizational cause.

### **5. Succession Planning and Managerial Development**

Trained employees are able to accept new responsibilities and assignment. Internal development of leadership is long time exercise. Succession planning and development of employee to become to conceptual managers is possible through systematic training and development programme.

### **5.5 Achieving organizational objective through training**

Every organization has set of objectives to be achieved. Some of them are featured at immediate target and some of them are long term. How organization looks at various objectives are often depend on vision and approach of management. Competence of employee and manager helps to set a right vision because it gives realization of organizational strength. Organization grows only when employee grow. Growth of organization is employee development function. The concept of employee development can be brought into productive only when appropriate training inputs are provided for employee development. Without training and employee development activities, the purpose of organizational development cannot be achieved. How training helps in achieving the target can be understood through following points.

**1. Ability to accept New Challenges.**

Organizations with trained employee often develop a high level collective competence which let them to accept new challenges.

**2. Ability to meet Environmental changes and Crisis.**

Organization with well developed employee and trained staff easily bring out change in their work system and procedures. They can acquire and adopt to new challenging situations. Crisis can be resolved with help of trained employee.

**3. Develop Organizational loyalty and Commitment.**

Trained employees are more committed to organization. They prefer to work in a conducive and healthy work climate. In many cases, personality clashes and interpersonal hindrances can be removed through development of attitude.

**4. Creates Healthy Work Environment.**

Training and development helps in creating healthy working environment and it also helps to build good employee relationships so that individual goals align with organizational goals.

**5. Increases Morale and Loyalty**

Training and development helps in improving the morale and loyalty of the work force. A trained worker's morale increases because of the support and encouragement he gets from seniors at work place.

**6. Improves Organizational Culture**

Proper Training helps to develop and improve the organizational health, culture and effectiveness and it also helps in creating a learning culture within the organization.

**7. Improves Quality of Work and Life**

Training and development helps in improving quality of work and life. Quality increases may be in relationship to a company product or service, or in reference to the intangible organizational employment atmosphere.

**6. CONCLUSION**

Thus above discussion helps us to conclude that training is not an activity for merely imparting skills but has a broader and wider scope. It encompasses different features of employee development which leads to achievement of organizational development. The whole purpose of business is to justify its existence through quality services and products. No business organization produces goods, services and products but they develop men who develop products. And therefore it is development of men which is a major and important function than any other function of business. A concept of organizational development cannot be rightly practiced if employees are not rightly developed. This justifies role of training in organizational development.

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