

Vol 5 Issue 10 July 2016

ISSN No : 2249-894X

*Monthly Multidisciplinary
Research Journal*

*Review Of
Research Journal*

Chief Editors

Ashok Yakkaldevi
A R Burla College, India

Ecaterina Patrascu
Spiru Haret University, Bucharest

Kamani Perera
Regional Centre For Strategic Studies,
Sri Lanka

Review Of Research Journal is a multidisciplinary research journal, published monthly in English, Hindi & Marathi Language. All research papers submitted to the journal will be double - blind peer reviewed referred by members of the editorial Board readers will include investigator in universities, research institutes government and industry with research interest in the general subjects.

Regional Editor

Manichander Thammishetty
Ph.d Research Scholar, Faculty of Education IASE, Osmania University, Hyderabad.

Advisory Board

Kamani Perera Regional Centre For Strategic Studies, Sri Lanka	Delia Serbescu Spiru Haret University, Bucharest, Romania	Mabel Miao Center for China and Globalization, China
Ecaterina Patrascu Spiru Haret University, Bucharest	Xiaohua Yang University of San Francisco, San Francisco	Ruth Wolf University Walla, Israel
Fabricio Moraes de Almeida Federal University of Rondonia, Brazil	Karina Xavier Massachusetts Institute of Technology (MIT), USA	Jie Hao University of Sydney, Australia
Anna Maria Constantinovici AL. I. Cuza University, Romania	May Hongmei Gao Kennesaw State University, USA	Pei-Shan Kao Andrea University of Essex, United Kingdom
Romona Mihaila Spiru Haret University, Romania	Marc Fetscherin Rollins College, USA	Loredana Bosca Spiru Haret University, Romania
	Liu Chen Beijing Foreign Studies University, China	Ilie Pintea Spiru Haret University, Romania
Mahdi Moharrampour Islamic Azad University buinzahra Branch, Qazvin, Iran	Nimita Khanna Director, Isara Institute of Management, New Delhi	Govind P. Shinde Bharati Vidyapeeth School of Distance Education Center, Navi Mumbai
Titus Pop PhD, Partium Christian University, Oradea, Romania	Salve R. N. Department of Sociology, Shivaji University, Kolhapur	Sonal Singh Vikram University, Ujjain
J. K. VIJAYAKUMAR King Abdullah University of Science & Technology, Saudi Arabia.	P. Malyadri Government Degree College, Tandur, A.P.	Jayashree Patil-Dake MBA Department of Badruka College Commerce and Arts Post Graduate Centre (BCCAPGC), Kachiguda, Hyderabad
George - Calin SERITAN Postdoctoral Researcher Faculty of Philosophy and Socio-Political Sciences Al. I. Cuza University, Iasi	S. D. Sindkhedkar PSGVP Mandal's Arts, Science and Commerce College, Shahada [M.S.]	Maj. Dr. S. Bakhtiar Choudhary Director, Hyderabad AP India.
REZA KAFIPOUR Shiraz University of Medical Sciences Shiraz, Iran	Anurag Misra DBS College, Kanpur	AR. SARAVANAKUMARALAGAPPA UNIVERSITY, KARAIKUDI, TN
Rajendra Shendge Director, B.C.U.D. Solapur University, Solapur	C. D. Balaji Panimalar Engineering College, Chennai	V.MAHALAKSHMI Dean, Panimalar Engineering College
	Bhavana vivek patole PhD, Elphinstone college mumbai-32	S.KANNAN Ph.D , Annamalai University
	Awadhesh Kumar Shirotriya Secretary, Play India Play (Trust), Meerut (U.P.)	Kanwar Dinesh Singh Dept.English, Government Postgraduate College , solan

More.....



Review Of Research



TRAINING AS SOURCE OF COMPETENCY BUILDING FOR SUSTAINABLE COMPETITIVE ADVANTAGE: AN OVERVIEW

Shabbeer Ahmed

Lecturer in Sociology, Govt. PU College, Lingsur Dt:Raichur.
Karnataka.

ABSTRACT:

Today's Liberalization, Privatization and Globalization have the scenario of corporate world and hold for us many challenges. In this connection, the development of human resources is putting newer challenges in business world which is only possible by new skills and abilities to respond



these changes in our organizations by providing training". Because training is the strong foundation of highly skilled and motivated manpower that enable to face the future challenges more confidently. So training is one of the essential tools in Human Resource Development effort to improve overall performance of the

organization and not as an isolated activity. Effective and suitable training interventions can undoubtedly bring improvements and impact in the organizational working significantly which help employees to adopt new work practices for the corporate success. Through training an organization go "Green" by making employees more effective and productive and leave the greatest "footprint" on their employees as well as organization. Training is considered as Human Resource Development tool by most of the organization. Effective training can lead to Knowledge-based organizations which can concentrate on developing competencies to survive in a globalized environment. The aim of the study is to explore the training in industries with an emphasis to understand the influence of training on competency building of the Human Resources (employees). The present study is based on secondary sources.

KEY WORDS: *Competition, Development, Globalization, Human resource management and Performance.*

INTRODUCTION:

Since the 1980s, the political-economic map of the world has been changing rapidly. While on one hand, this period reflects a substantial withering away of communism from world polity, a number of nearly global economic events took place to promote liberalization, privatization, and globalization. The changes in the market scenario have necessitated the Indian industry to look inward for the development of human resources (HR). If the Indian organizations are to develop and maintain their competitive edge, the potential value of the employees needs to be increased by enhancing and linking their skills and capabilities in tune with the contemporary requirements of the market. Barney (1991) felt that firms could develop strategic capability and, for attaining this, the strategic goal will be to create firms which are more intelligent and flexible than their competitors. The human resource management (HRM) function has emerged as one of the most important areas of organizational practice. It has not been developed in isolation but rather in the context of industrial change and economic development. The uniqueness of HR requires a totally different type of attention from management. The HR function has the characteristics that provide the greatest challenge as well as the opportunity. A company's HR is fragile, relationships are delicate, contributions are unpredictable, and stability is uncertain. Youndt (2000) felt that since employees are free, within limits, to leave their firm, there is a significant risk of organizations incurring an intellectual capital loss unless individual knowledge is transferred, shared, transformed, and institutionalized. The crucial inputs to an organization include, among others, its human resources. People bring to their jobs diversity of skills, needs, goals, and expectations. Barney (1991) proposes that sustainable competitive advantage is attained when the firm has a human resource pool that cannot be imitated or substituted by its rivals. The employees are socialized into the organization first by way of recruitment and then through continuous functioning in the organization. "Skills, knowledge, and competencies are the key factors in determining whether the organizations and nations will prosper". (Schuler, 2000).

Among all the factors of production, HR of late has acquired a cutting edge status. It is this human resource, without which neither the so-called structural or customer capital can be created or optimally utilized. HR plays a crucial role in the economic development of any country. A lot of water has flown under the bridge since Frederick Taylor proposed his scientific management Principles, where the emphasis was on productivity rather than people. While these principles were considered to be valuable and gained a considerable attention by the industrial world at that time, the Hawthorne experiments of the late 1920s shifted focus from productivity to people. Gone are the days when managers used to sit in an ivory tower and issue directives from a distance. The traditional authority structure is giving way to employee involvement, work teams, participative decision-making, etc. High productivity and high quality of work life are going hand-in-hand. Further, the management is becoming more and more aware that an organization has no life but for the Human Resources (HR) in it. (A Jagan Mohan Reddy, 2006).

In the wake of Globalization, Organizations are being forced to become more competitive. Globalization of markets, changing customer demands and increasing product-market competition, people and the way they are managed acquire greater importance in the 21st century. Indian industry is waking up to the challenges thrown in by global business world. To survive in this highly competitive scenario, HR managers are being pressurized to improve quality, increase productivity, cut down waste and eliminate insufficiency. Globalization has considerable influence on HR Functions. Employee

hiring, training, motivation, compensation and retraining are to be guided by the global perspective. A workforce that is knowledgeable and skilled at doing complex things keeps a company competitive and attracts foreign investments (Wayne F Cascio, 1995). The benefits between globalization and workers are mutual. Indian organizations are also witnessing a change in systems, management cultures and philosophy due to the global alignment of Indian Organization. As globalization has been a challenging issue for the organization. HR managers need to develop their existing workforce that will be the workforce of tomorrow so people would want to stay with the organization to keep their competitive advantage in the 21st century.

Today's Liberalization, Privatization and Globalization have the scenario of corporate world and hold for us many challenges. In this connection, the development of human resources is putting newer challenges in business world which is only possible by new skills and abilities to respond these changes in our organizations by providing training". Because training is the strong foundation of highly skilled and motivated manpower that enable to face the future challenges more confidently. So training is one of the essential tools in Human Resource Development effort to improve overall performance of the organization and not as an isolated activity. Effective and suitable training interventions can undoubtedly bring improvements and impact in the organizational working significantly which help employees to adopt new work practices for the corporate success. Through training an organization go "Green" by making employees more effective and productive and leave the greatest "footprint" on their employees as well as organization. This is why training is considered as Human Resource Development tool by most of the organization without knowing their right position under the sun.

The success of organization depends on knowledge, will and capabilities of working human resources. It is necessary for human resource to actively participate in the achievement of organizational goals and objectives. The role of training in upgrading the skill, transforming the attitudes and improving the performance of the employees is undoubtedly true. Human beings constitute the most complex aspect of administration. In fact they are the most valuable asset – the human capital. They are the thinking machines who can provide a cutting edge to the organization. Therefore the human resources occupy a pivotal place in the organization. The human resources management practices and the way of handling the human resources in the organization contribute substantially to the growth and development of an organisation. The significance of human resource management in public sector transport corporations assumes greater relevance due to the vast number of fleet service with large number of employees covering almost the entire population of the state. It brings about a number of issues relating to recruitment and selection of right people, their training and development, superior – subordinate relationship and employment relations. These practices lead to employee grievances. If these grievances are not handled properly, it will result in disputes between management and employees. In this globalization era continuous updation of technology further complicates these problems. Therefore effective human resource management practices are required to handle these problems. Highly motivated and committed work force can contribute to the productivity of an organization.

TRAINING:

Today's Industrialization with rapid Globalization in business environment demands a high degree of skill and competencies and it is human resource only which can knowledge into action. So human resource development is an extremely important function of the organization. As we know organizations and jobs will never be the same, changes are based on the global economy on changing technology on the changing work force and on the changing nature of work itself. The changes are

different and will permanently affect the way of our work. So for this, we need to learn to achieve these changes in the organizations, which is only possible by providing Training as this can transfer an organization it to competitiveness. The outcome of a successful training is the quality improvement in the area of efficiency and effectiveness at work which contributes in shaping appropriate behaviours and attitude towards work and people. Thus, training would be for preparing a person's field for assuming higher responsibilities in future. Training programs always invite much expectation because the activities are to justify that the investment in terms of time money and energy has demonstrated benefit to organization.

OBJECTIVES OF TRAINING:-

- To increase the knowledge of workers in doing specific jobs.
- To impart new skills among the workers systematically so that they learn quickly.
- To bring about change in the attitude of the workers toward fellow workers, supervisor and the organization.
- To improve the overall performance of the organization.
- To make the workers handle materials, machines and equipment efficiently and thus to check wastage of time and resources.
- To reduce the number of accidents by providing safety training to the workers.
- To prepare workers for higher jobs by developing advanced skills in them.

Human resources are the most valuable assets of any organization and their growth and development are essential parameters for the improvement of people and creating a conducive working environment. If human resources are to be developed, the organizations have to create conditions in which people acquire continuous new knowledge, develop skill sets, and healthy patterns of behavior. Training is the most important function that directly contributes to human resource development of the organizations. Hence organizing periodic training programmes for employees becomes very essential. The most productive and fastest growing economies are developing innovative solutions, building and strengthening capabilities as central part of corporate and public-sector strategies. To reach these, the competencies in terms of knowledge, skills and abilities that the human resources provide needs to be consider as key factors to face these new challenges. Meanwhile developing countries are looking to reinforce their efforts fostering scientific and technological activities in order to accomplish industrial competitiveness. If they do not, they cannot be able to maintain their existing levels of economic growth and cannot be able to face new and dynamic challenges. A matter of critical importance is that it is considered at the level of the nation or region, industry or Individual Company, technological innovation and its effective management. To reach these, the competencies in terms of knowledge, skills and abilities that the human resources provide need to be considering as key factors to face these new challenges.

Training is the process of learning a sequence of programmed behavior. It is the application of knowledge and an effective training is the ability to transfer knowledge, skill, and attitude imparted to an individual at the work place and to maintain the vibe throughout. Training is a planned and systematic attempt which alters or develops knowledge/skill, attitude through learning experience, so as to achieve effective performance in an activity or range of activities. Competency building is an important aspect in the present scenario in industry. The prominent way resorted would be through appropriate training which enhances the knowledge skill and attitude base of employees.

TRAINING AND ITS IMPORTANCE

People are assets in any organization. The competent, experienced and motivated employees are the basic requirements for the existence of any organization. Training fulfills these basic requirements. Kenney and Donnely have rightly observed, "One of the most important resources available to an organization, and many would say essentially it is employees. Their competence, experience and loyalty are largely determine both the objectives that an enterprise can set for itself and that how successful it will be in achieving them. Taylor (1961) conceptualized training as 'a means to bring about a continuous improvement in the quality of work performed; it would equip them with knowledge, skill, abilities and attitude to perform their jobs'. In this regard, Chowdhry (1986) remarked that "Training is a process, which enables the trainees to achieve the goals and objectives of his/her organization".

Since organizations operate in dynamic environment where economic, technological and social changes take place rapidly, it is necessary to keep the employees updated so as to enable them to understand the significance of these changes and the way they could be adopted. It is necessary for an employee to learn the process through which the work assigned to them can be carried out in a desired manner. Thus training assumes an important role to play in an organization. Singh (1995) defined training as 'the process of changing attitudes, improving knowledge and developing skills of the persons/ employees of an organization so as to enable them to perform their jobs effectively'. Training is a continuous process of learning which helps the development and growth of an individual in the successful implementation of the policies of the organization. According to Flippo, Training is 'the act of increasing the knowledge and skill of an employee for doing a particular job. It provides employees with the knowledge and skills to perform more effectively'. Training is regarded as an act of providing means for prospective learning as also an exposure to opportunities which are present. With the recognition of training as an important avenue for development, during the last few years, the scope and application of training has been considerably widened. While, largely, it still remains a key tool for enhancing job-related performance and organizational effectiveness, its value is being increasingly acknowledged in endangering behavioral changes and in developing life skills, leading to personal growth. It equips an individual with the competencies that help to cope with day-to-day problems of living and manage interpersonal relations, improving the interpersonal and organizational effectiveness. As a result of these developments, human relation and personal development training now occupy significant places in the organization.

A competency is "A cluster of related knowledge, skills and attitudes that affect a major part of one's job (a role or responsibility), that correlates with performance in the job, that can be measured against well-accepted standards, and that can be improved with training and Development. According to Hates(1979), competencies are generic knowledge motive, trait, social role or a skill of a person linked to superior performance on a job Competencies help Employees to understand organizational needs and develop individual skills to meet the competency gap. Competency is also a great tool for retention. It is a great source of motivation as high performers tend to get rewarded over time. The two approaches to competency are Boyatzis' model investigates which characteristics of managers are related to effective performance and it can be considered as an adaptation of the classical psychological model of behavior (McClelland, 1971)and also 'competency' as an 'underlying characteristic' causally related to superior job performance(McClelland, 1971 and Boyatzis, 1982). This approach is also known as the input approach to management competency, as it was used to define the inputs needed to demonstrate a competent performance and to find out what makes managers competent. The second approach identifies the outcome expected from a job when it is performed adequately. It

suggests not only skills and knowledge but also the range of qualities of personal effectiveness required to get a job done. The main contraposition between the two meanings of the term 'competency' is that one refers to the output or the result of the training, while the other refers to the inputs or the underlying attributes required of a person to achieve competent performance. A competency model describes the combination of knowledge, skills and characteristics needed to effectively perform a role in an organization and is used as a human resource tool for selection, training and development, appraisal and succession planning. Competency is one of the Human Resource Tool and it is used in Recruitment /Selection, Training/Development, Performance Management, Career Planning/Development, Succession Planning, Manpower Planning, Human Resource Development, Human Resource Planning, Human Resource Strategic Planning. Competencies must be demonstrated by individuals. Perhaps the most common place where they are demonstrated is within the scope of a particular job or project involvement. Competencies are also developed and demonstrated by individuals in some of the settings like volunteer roles in the community, professional associations, school projects, sports participation settings, and even within one's own home life. Many organizations that use competency-based interviewing and selection are also later using the same competencies to assess performance, to encourage future development plans from individuals, and to plan for succession in the organization. Therefore, the individual employees in such an organization will have an ongoing need to use and map their competencies. Competency models are a viable tool that can be utilized to prepare the current and future workforce and retain skilled incumbent workers to meet the job requirements and other needs of employers.

BUILDING SUSTAINABLE COMPETITIVE ADVANTAGE:

Sustainable competitive advantage is the prolonged benefit of implementing some unique value creating strategy based on unique combination of internal organizational resources and capabilities that cannot be replicated by competitors. Competitive advantage strategy is all about identifying and exploiting opportunities to gain competitive advantage. Competitive advantage is the measure of a firm's competencies and performance against the factors prevailing in the firm's external environment.

In the context of this study, the discussion is based on how successful training programme could initiate sustainable competitive advantage. However, the companies need to focus on two basic corporate strategies such as cost leadership and differentiation (or uniqueness) strategy. Cost leadership strategy demonstrates an integrated set of actions designed to produce or deliver training to employees at the lowest costs, relative to competitors with features that are acceptable to employees. This could be achieved only when the training programme is relatively standardized one with lowest competitive cost. The cost saving actions required by this strategy is like; building efficient scale facilities, monitoring costs of activities provided by outsiders. Differentiation (or uniqueness) strategy demonstrates an integrated set of actions designed by a firm to produce or deliver training at an acceptable way that employees perceive as being different in ways that are important to them. Differentiation actions required by this strategy are like; developing new systems and process, quality focus, maximize human resource contributions through low turnover and high motivation.

CONCLUSION:

A considerable emphasis is placed on human relations in an organization, leadership styles of senior management, and on promoting interpersonal effectiveness; training has acquired new dimensions in organizational functioning. In fact, it has now become a crucial element in providing a

sound basis for modern day management. Having recognized the role of training in enhancing productivity and improving organizational functioning, many organizations and business houses have established their own in-house training infrastructure and built the necessary expertise and facilities to carry out their programme of training and deployment to the concerned area of work. The aim of training is to develop potential knowledge and skills of the trainees to carry out defined tasks and responsibilities. It enhances as efficiency and develops a systematic way of performing the duties and assigned tasks. The aim of training is to infuse scientific thinking and planning and working methodically and efficiently. It is a process of attitudinal changes that integrates with life, work and self development.

:REFERENCES:

- 1.Aswathappa.K., Human Resource and Personal Management (Text & Cases), Tata McGraw Hill, New Delhi, 2003.
- 2.Encyclopedia of Business, 2nd Edition 2003.
- 3.Itishree Mohanty., "Training for transformation in IDBI": Proficient, Vol-1, Oct 2009.
- 4.Meenakshi Anand., "Training as HRD Tool with reference to Rourkela Steel Plant: A critical Evaluation". IME Journal, Vol 2. July 2011:25-32.
- 5.P.C.Tripathi., "Personal Management and Industrial Relations". Sultan Chand & Sons Educational press, New Delhi.2005
- 6.Silla Rajugopal and Sujata Mangaraj., "Competency Building through training intervention: A study of an Indian telecom company", Training and Development, Vol-2, Jan-June 2011:12-21.
- 7.T.N Chandra., "Human Resource Management: Concepts and Issues" Dhanpat Rai & Co(P)Ltd.Delhi.
- 8.Wood .R. "Human Resources Management", AHMA, Michigan.1995.
- 9.Aswathappa.K & Sadhna D, (2008). 'International Human Resource Management (Text & Cases)', Tata McGraw Hill Education Pvt Ltd. New Delhi. Pp.184-186.
- 10.Barney, J B (1991). "Firms Resources and Sustained Competitive Advantage". Journal of Management, 17(1), Pp 99- 120.
- 11.Chabra.T.N, Human Resource Management.pp.193-196.
- 12.Debi S. Saini and Sami A. Khan (2000), Human Resource Management Perspective for the New Era. Response Books, Sage Publication India Pvt Ltd. New Delhi. Pp 34-37.
- 13.Itishree Mohanty. 'Training As Human Resource Development Tool With Reference To Rourkela Steel Plant-A Critical Evaluation.' IME Journal-Vol.V, No.2 July 2011.
- 14.Michael Armstrong, (2002) "Managing People- A Practical Guide for Line Managers". Kogan Page India Pvt Ltd. New Delhi. Pp-75-79.
- 15.Schuler, T (2000). "Social and Human Capital: The Search for Appropriate Techno methodology," Policy Studies, 21(1), Pp 25-35.
- 16.Reddy Jagan Mohan (2006) 'Human Resources and Economic Development: Intricacies and Issues'. HRM REVIEW. The Icfai University Press. Pp 11 & 15.
- 17.Wayne F Cascio (1995), Managing Human Resources. McGraw Hill. Pp 14.
- 18.Youndt, M A (2000). "Human Resource Considerations and Value Creation: The Mediating Role of Intellectual Capital" Paper delivered at National Conference of US Academy of Management, Toronto.
- 19.P.C Tripathi, (2005) 'Personnel Management & Industrial Relations'. Sultan Chand & Sons Educational Publishers, New Delhi.Pp.121-126.
- 20.Subash Chandra Nath (2011), 'Successful training initiatives for sustainable competitive advantage: an empirical study', Training & Development Journal. Vol.2, Issue 1, Jan-June. Pp: 30-32

Publish Research Article

International Level Multidisciplinary Research Journal For All Subjects

Dear Sir/Mam,

We invite unpublished Research Paper, Summary of Research Project, Theses, Books and Books Review for publication, you will be pleased to know that our journals are

Associated and Indexed, India

- ★ Directory Of Research Journal Indexing
- ★ International Scientific Journal Consortium Scientific
- ★ OPEN J-GATE

Associated and Indexed, USA

- DOAJ
- EBSCO
- Crossref DOI
- Index Copernicus
- Publication Index
- Academic Journal Database
- Contemporary Research Index
- Academic Paper Database
- Digital Journals Database
- Current Index to Scholarly Journals
- Elite Scientific Journal Archive
- Directory Of Academic Resources
- Scholar Journal Index
- Recent Science Index
- Scientific Resources Database

Review Of Research Journal
258/34 Raviwar Peth Solapur-413005, Maharashtra
Contact-9595359435
E-Mail-ayisrj@yahoo.in/ayisrj2011@gmail.com
Website : www.ror.isrj.org