

Innovation In Training and Development

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ABSTRACT

The global competition and swiftness of changes emphasize the importance of human capital within organizations, as well as the swiftness and ways of knowledge gaining of that capital. The implementation of extensive continuing training and development programmes, not only for the improvement of technical competence, but for the development of cultural behaviour and values congruent with that of the company's core values and philosophy, is one of their emerging best practices that stimulate innovation. The purpose of this paper is to provide a prologue to the issue of human resource development (HRD) and modernization which has been under-researched despite the widespread recognition of the critical role of innovation for sustained national, regional and organisational competitiveness. Knowledge is becoming basic capital and the trigger of development. Previously built on foundations of possessing specific resources and low costs, present day competition is based on knowledge possessing and efficient knowledge management. Modern organizations, therefore use their resources (money, time, energy, information, etc.) for permanent training and advancement of their employees. These activities determine the company as a learning organization with constant innovation being its sole business. These are organizations which realize that learning and new knowledge are becoming the key of success, and that education is crucial for great quantity.

1. Introduction

Changes in technology, especially information technology, generate knowledge spreading up at tremendous speed, as well as its quick obsolescence. In the period between 1900 and 1950, the amount of human knowledge doubled, and since then it has doubled every 5 to 8 years. Knowledge is becoming obsolete so quickly that all of us need to double our knowledge every 2 to 3 years in order to keep up with the changes. In this era of a globalized economy and emergence of new information and communication technologies, business organizations are faced with the challenge of survival or extinction. Many companies, including large multinational corporations and domestic firms operating locally only in their respective countries, have risen to respond to the challenge posed by these changes. For the successful firms, it is not only for survival, but sustainable superior performance in the midst of all the threats and barriers in their external environment. The pivotal approaches that companies adopt are ultimately aimed at gaining competitive advantage.

1.2 Review Of Literature

- According to the Michel Armstrong, "Training is systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job". (Source: A Handbook of Human Resource Management Practice, Kogan Page, 8th Ed.,2001)
- According to the Edwin B Flippo, "Training is the act of increasing knowledge and skills of an employee for doing a particular job." (Source: Personnel Management, McGraw Hill; 6th Edition, 1984)

- The term 'training' indicates the process involved in improving the aptitudes, skills and abilities of the employees to perform specific jobs. Training helps in updating old talents and developing new ones. 'Successful candidates placed on the jobs need training to perform their duties effectively'. (Source: Aswathappa, K. Human resource and Personnel Management, New Delhi: Tata Mcgraw-Hill Publishing Company Limited, 2000, p.189)

1.3 Objectives of the Study

- To prepare the employees both new and old to meet the present as well as the changing requirements of the job and the organization.
- To prevent obsolescence.
- To impart the basic knowledge and skill in the new entrants that they need for an intelligent performance of a definite job.
- To prepare the employees for higher level tasks.

1.4 Research Methodology

Being an explanatory research it is based on secondary data of journals, articles, magazines, considering the objective of the study descriptive type design is adopted to have more accuracy on rigorous analysis of research study.

1.4 Employee training and development

Understanding the phenomenon of employee training and development requires understanding of all the changes that take place as a result of learning. As the generator of new knowledge, employee training and development is placed within a broader strategic context of human resources

management, i.e. global organizational management, as a planned staff education and development, both individual and group, with the goal to benefit both the organization and employees. To preserve its obtained positions and increase competitive advantage, the organization needs to be able to create new knowledge, and not only to rely solely on utilization of the existing. Thus, the continuous employee training and development has a significant role in the development of individual and organizational performance. Education is no longer the duty and privilege of those in higher positions and skilled labour, but it is becoming the duty and need of everyone. The larger the organizations, the more funds they spend on education and provide their employees with greater and diverse possibilities of education and development. Understanding the tremendous significance of education for the modern organization and confident that it represents a good and remunerative investment, present day organizations set aside more and more resources for this activity. The only way for present day organizations to survive is the imperative to innovate or perish. Since this depends on the knowledge the organization possesses, this imperative could be read as: learn faster than competition. The logical sequence is: knowledge creation – innovation – competitive advantage. Employee Development Programs are designed to meet specific objectives, which contribute to both employee and organizational effectiveness. There are several steps in the process of management development. These includes reviewing organizational objectives, evaluating the organization's current management resources, determining individual needs, designing and implementing development programs and evaluating the effectiveness of these programs and measuring the impact of training on participants quality of work life. In simple way, it can be denoted as per the following formula.

Employee Development = Employee Education + Employee Skills + Training Effectiveness + Employee Quality of work life

1.5 Approach to training and development within organizations

Unfortunately, the procedures of employee training and development within the organizations are undeveloped. They are mainly performed occasionally, and not connected with organizational strategy, nor do they have some strategic significance. They are mostly enforced when such business problems occur or are perceived that are considered relievable or solvable by organizing a training, course or seminar for some of the employees. This is not about assigning the employees to appropriate jobs, but rather about the constant dynamic of encouraging and discovering new possibilities. This is a new type of leadership, significantly different from the classical model of organizational management. The leaders are no longer expected to be all-knowing bosses and supervisors, but rather moderators and aspirators. Since people do not share the information which is the source of their power instinctively, the leaders need to recognize, attract and release knowledge in the organization. As a consequence, human resource development as a transformative, regular, and continuing learning process, which is usually initiated by the employer, promotes various forms of learning possibilities in the workplace. The training and development department

within an organization is effectively responsible for providing the workforce with a great deal of its up to-date knowledge and skills, for promoting creativity, and innovation, and for helping the workforce towards achieving a common goal. Over the years, the role of training has changed due to several factors like globalization, advent of new technology, attracting and winning talents, workforce diversity, quality emphasis, need for leadership, increased value placed on knowledge, and high performance model of work systems.

1.6 Benefits of transformation in training and recruitment

- Leads to improved profitability and/or more positive attitudes toward profits orientation
- Improves the job knowledge and skills at all levels of the organisation
- Improves the morale of the workforce .
- Helps people identify with organisational goals
- Helps create a better corporate image
- Fasters authenticity, openness and trust
- Improves the relationship between boss and subordinate
- Aids in organisational development
- Learns from the trainee
- Helps prepare guidelines for work
- Aids in understanding and carrying out organisational policies
- • Provides information for future needs in all areas of the organisation
- Organisation gets more effective decision-making and problem solving
- Aids in development for promotion from within
- Aids in developing leadership skill, motivation, loyalty, better attitudes, and other aspects that successful workers and managers usually display
- Aids in increasing productivity and/or quality of work

2. Conclusion

Business conducting and survival in the present day turbulent environment are relying on organizational knowledge in a sense of a giving timely and appropriate answer to challenges. The ability of individuals and organizations to obtain and master new knowledge has become the key comparative advantage. The concept of knowledge management and management of human resources, especially the function of employee training and development within the learning organization, are engaged with the basic resource of modern business, i.e. with knowledge and its utilization. Renewing knowledge is an imperative for the organization, and not an option .Training and development programs play a vital role in every organization. These programs improve Employee Performance at workplace, it updates Employee Knowledge and enhances their personal Skills and it helps in avoiding Managerial Obsolescence. With the use of these programs, it is easier for the management to evaluate the job performance and accordingly take decisions like employee Promotion, rewards, compensations, welfare facilities, etc. These training programs also help the managers in succession planning, employee retention and motivation. It creates Efficient and Effective employees in the Organization

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