IMPACT OF TRAINING AND DEVELOPMENT IN PRODUCTIVITY MANAGEMENT

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ABSTRACT

Staff training and development is a key to achieving organizational success and corporate development. This study is aimed at finding out the Impact of Training and Development on workers' productivity via the TET Fund Academic Staff Training and Development 2010 Sponsorship. Results revealed that training and development programmes improve employees' skills and performance at work place, enhance their technical knowhow/wherewithal to with stand the challenges of contemporary times, thus, an effective tool for sustaining and enhancing workers' productivity in the academic. In the field of human resource management, training and development is the field which is concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. It has been known by several names, including employee development, human resource development, and learning and development. Mostly in field of operations department there is very highly need of training for the employees in increasing the production process and reducing production cost where mostly organizations development depends on production department. So here in this study that has to be taken is concentrating on providing training and developing programmes in the field of operations where these type of programmes develops the individuals as well as organization, everything will be discussed in this ongoing study with a sample selection from the organization and as well as from the society. Finally we can come to know after the study that how important in implementing the new trends in training and development in the department of operations.

KEYWORDS

Training & Development, Productivity Management, HRM.

INTRODUCTION

Achievement of objectives and good returns on investment could only be attained if human resources aspects of the human enterprise are properly developed through training and manpower development.

If the organization has people of vision, energy and experience to direct the force and facilities, then the other requirement for success should follow.

An organization may have employees of ability and determination with appropriate equipment and managerial support yet productivity fails below expected standard. By and large, the missing factors in many cases are lack of adequate skills and knowledge which are acquired through manpower training and development.

The conflicts are the best part of career consequences are those that take place between employees and their bosses. The number one reason people leave their jobs is conflict with their bosses. And yet, as author, workplace relationship authority, and executive coach, Dr. John Hoover points out, "Tempting as it is, nobody ever enhanced his or her career by making the boss look stupid." Training an employee to get along well with authority and with people who entertain diverse points of view is one of the best guarantees of long-term success. Talent, knowledge, and skill alone won't compensate for a sour relationship with a superior, peer, or customer

TALENT DEVELOPMENT

Talent development, part of human resource development, is the process of changing an organization, its employees, its stakeholders, and groups of people within it, using planned and unplanned learning, in order to achieve and maintain a competitive advantage for the organization. Rothwell notes that the name may well be a term in search of a meaning, like so much in management, and suggests that it be thought of as selective attention paid to the top 10% of employees, either by potential or performance.

While talent development is reserved for the top management it is becoming increasingly clear that career development is necessary for the retention of any employee, no matter what their level in the company. Research has shown that some type of career path is necessary for job satisfaction and hence job retention. Perhaps organizations need to include this area in their overview of employee satisfaction.

The term talent development is becoming increasingly popular in several organizations, as companies are now moving from the traditional term training and development. Talent development encompasses a variety of components such as training, career development, career management, and organizational development, and training and development. It is expected that during the 21st century more companies will begin to use more integrated terms such as talent development.
Washington Group International, in their paper "The Nuclear Renaissance, A Life Cycle Perspective" defined two logical laws of talent development:

- First law of talent development: "The beginnings of any technology-rich business are all characterized by a shortage of large numbers of technically trained people needed to support ultimate growth"
- Second law of talent development: "The resources will come when the business becomes attractive to the best-and brightest who adapt skills to become
part of an exciting opportunity"

Talent development refers to an organization's ability to align strategic training and career opportunities for employees

OBJECTIVES OF THE STUDY

- To develop and provide multidisciplinary didactic training programs which: (a) are tailored to meet the individual needs of fellows; (b) are comprehensive; and (c) have a high likelihood of producing well qualified independent researchers
- To provide guidance and support to fellows with the goal of producing highly qualified, independent researchers who fully comply with ethical standards
- To stimulate interest and positive attitudes toward rehabilitation research in the area of neurobehavioral recovery and intervention
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- To provide fellows with practical experience by involving them in ongoing, productive rehabilitation research programs staffed by outstanding scientists
- To enhance productivity by providing access to state-of-the-art evaluation, treatment, computer, and telecommunications technology
- To help fellows master the skills necessary to develop and write scientific publications and successful grant applications
- To encourage and support research fellows' productivity as indicated by presentations at conferences and publication of manuscripts in peer-reviewed journals
- To help fellows successfully find employment which includes rehabilitation research as a primary responsibility

RESEARCH METHODOLOGY

The proposed study will use both primary and secondary data. The primary data will be collected through a well-prepared questionnaire from selected undertakings. On the other hand, the sources of secondary is found to be collected from research reports by various agencies, govt. publications of statistics relating to the FMCG products & markets, journal, magazines, reference books concerned. Data thus collected is analyzed through statistical techniques like averages, trend analysis, and association of attributes. Appropriated statistical testing will be used at relevant places. For analyzing the opinions of respondents, scaling techniques will be employed. Hence, for the better understanding of the data presentation will be also made through tables, graphs, pie-diagrams etc, wherever necessary

LIMITATIONS OF THE STUDY

- The Study aims at examining the training and development in the field of operations Department.
- But all the units of the organization may not be covered due there are many Departments and many employees,
- There will be every possibility of deviation in the answering pattern from what the respondents really feel,
- There will be every chance of misinterpretation of some question in such a case the response might be a vague.

TRAINING SCENARIO IN INDIAN INDUSTRY

With the world-wide expansion of companies and changing technologies, Indian Organizations have realized the importance of corporate training. Training is considered as more of retention tool than a cost.

Today, human resource is now a source of competitive advantage for all organizations. Therefore, the training system in Indian Industry has been changed to create a smarter workforce and yield the best results. With increase in competition, every institution wants to optimize the utilization of its resources to yield the maximum possible results. Training is required in every field be it Sales, Marketing, Human Resource, Relationship building, Logistics, Production, Engineering, etc. It is now a business effective tool and is linked with the business outcome.

ROLE OF ORGANISATION IN TRAINING AND DEVELOPMENT

An organization has a very close relationship with the trainee and the trainer because it is the first contact for both.

The demand for the training in the organization increases when the organization wants:

- To hire new people – training as a means of training new recruits
- To Expand – When the company wants to increase its headcount
- To increase certain number of staff (in position) by a certain date
- To enhance the performance of employees
- Organization's name to be a part of training unit

The organization goes through the following steps for the transfer of training to the field. How much money did your organization invest last year in training and development that failed to provide the results you sought? You are not alone if employee training classes rarely resulted in the transfer of immediately useful information to your workplace.

Real employee behavioral change, based on the training content, is even harder to demonstrate in most organizations. Discouraging? You bet. So what's an organization to do to ensure employee training transfer to the workplace?

You can create a training and development support process that will ensure that the employees training you do works. You can make training and development more effective within your organization. These ten suggestions and approaches will make your employee training more effective and transferable; their application will result in measurable differences to your bottom line performance.

This article is the first of a three-part series about making employee training transfer to the workplace and produce the results you need for your organization. The second article explores actual processes and activities within the employee training session that help people obtain useable skills for workplace application. The third article helps your organization support people as they apply the skills from the employee training and use the information in your real-time workplace. **CREATING TRAINING STICKINESS BEFORE THE EMPLOYEE TRAINING SESSIONS** You can do the following in advance of the employee training session to increase the likelihood that the training you do will actually transfer to the workplace.

MAKE SURE THE NEED IS A TRAINING AND DEVELOPMENT OPPORTUNITY Do thorough needs and skills analysis to determine the real need for employee training and development. Make sure the opportunity you are pursuing or the problem you are solving is a training issue. If the employee is failing in some aspect of her job, determine whether you have provided the employee with the time and tools needed to perform the job. Does the employee clearly understand what is expected from her on the job? Ask yourself whether the employee has the temperament and talent necessary for her current position; consider whether the job is a good skill, ability, and interest fit?

CREATE A CONTEXT FOR THE EMPLOYEE TRAINING AND DEVELOPMENT Provide information for the employee about why the new skills, skill enhancement, or information is necessary. Make certain the employee understands the link between the training and his job. You can enhance the impact of the training even further if the employee sees the link between the training and his ability to contribute to the accomplishment of the organization's business plan and goals.

It's also important to provide rewards and recognition as a result of successful completion and application of the training.This contextual information will help create an attitude of motivation as the employee attends the training. It will assist the employee to want to look for relevant information to apply after the session.

PROVIDE TRAINING AND DEVELOPMENT THAT IS REALLY RELEVANT TO THE SKILL YOU WANT THE EMPLOYEE TO ATTAIN or the information he needs to expand his work horizons. You may need to design an employee training session internally if nothing from training providers exactly meets your needs. Or, seek out providers who are willing to customize their offerings to match your specific needs.

It is ineffective to ask an employee to attend a training session on general communication when his immediate need is to learn how to provide feedback in a way that minimizes defensive behavior. The employee will regard the training session as mostly a waste of time or too basic; his complaints will invalidate potential learning.

Whenever possible, connect the employee training to the employee's job and work objectives. If you work in an organization that invests in a self-development component in the appraisal process, make sure the connection to the plan is clear.

FAVOR EMPLOYEE TRAINING AND DEVELOPMENT THAT HAS MEASURABLE OBJECTIVES AND SPECIFIED OUTCOMES that will transfer back to the job. Design or obtain employee training that has clearly stated objectives with measurable outcomes. Ascertain that the content leads the employee to attaining the skill or information promised in the objectives. With this information in hand, the employee knows exactly what he can expect from the training session and is less likely to be disappointed. He will also have ways to apply the training to the accomplishment of real workplace objectives.

PURPOSE OF TRAINING AND DEVELOPMENT

The quality of employees and their development through training and education are major factors in determining long-term profitability of a small business. If you hire and keep good employees, it is good policy to invest in the development of their skills, so they can increase their productivity. Training often is considered for new employees only. This is a mistake because ongoing training for current employees helps them adjust to rapidly changing job requirements.

Purpose of Training and Development Reasons for emphasizing the growth and development of personnel include Creating a pool of readily available and adequate replacements for personnel who may leave or move up in the organization.

Enhancing the company's ability to adopt and use advances in technology because of a sufficiently knowledgeable staff. Building a more efficient, effective and highly motivated team, which enhances the company's competitive position and improves employee morale. Ensuring adequate human resources for expansion into new programs. Research has shown specific benefits that a small business receives from training and developing its workers, including:

1. Increased productivity.
2. Educated employee turnover.
3. Increased efficiency resulting in financial gains.
4. Decreased need for supervision.

Employees frequently develop a greater sense of self-worth, dignity and well-being as they become more valuable to the firm and to society. Generally they will receive a greater share of the material gains that result from their increased productivity. These factors give them a sense of satisfaction through the achievement of personal and company goals.

TRAINING METHODS

ON THE JOB TRAINING	OFF THE JOB TRAINING
1. COACHING	1. SENSTITVITY TRAINING
2. MENTORING	2. TRANSACTIONAL ANALYSIS
3. JOB ROTATION	3. SIMULATION EXERCISES
4. JOB INSTRUCTION TECHNIQUE	4. STRAIGHT LECTURES

THE TRAINING PROCESS

The model below traces the steps necessary in the training process: Organizational Objectives Needs Assessment Is There a Gap? Training Objectives Select the Trainees Select the Training Methods and Mode Choose a Means of Evaluating Administer Training

Evaluate the Training the purpose of formulating a training strategy is to answer two relatively simple but vitally important questions: (1) what is our business? And (2) what should our business be? Armed with the answers to these questions and a clear vision of its mission, strategy and objectives, a company can identify its training needs. Identifying Training Needs Training needs can be assessed by analyzing three major human resource areas: the organization as a whole, the job characteristics and the needs of the individuals. This analysis will provide answers to the following questions:

CONCLUSIONS

This study has underscored the impact of training and development on workers' productivity. Findings from this research uncovered that academic staff training and development is an effective tool for employee's higher productivity in the academia. Hence, academic staff can only work effectively if given the right training required for such task.So here in this study the risk has be taken is concentrating on managing the stress which is major obstacle for every individual and the organization in present competitive world. The way the individuals and organizations are feeling the stress in and out of the work pressures and how the management is concentrating on to overcome this problem, everything was discussed in this ongoing study with a sample selection from the organization and as well as from the society. Finally we can come to know after the study that how important to be arrogant and how important to overcome the pressure and survive the situation and sustain in the competitive world. And there are different causes for the stress in the society and as well as in the organizations and there are different scaling techniques to identify the stress in the organisations. Now i can say that this word "STRESS" is imposing good amount of pressure we pronounce it, and we use it. The same pressure is on the people of organisation and Society. That's why managing the stress in this competitive word is very critic and difficult. But any how to sustain we need to manage it, and are doing now.

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