

## Training and Organizational Development

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### Abstract

The report discusses some steps in the systematic development of human resources through training-specifications of training objectives, meaning and definition of training and types of training and etc. It then considers their implications for conducting training programs and training research. A primary objective of the report is to encourage training personnel and to point out to them the potential of experimental approach to training.

**Keywords:** Organizational, Discusses, systematic, considers

### 1. Introduction

Training can be introduced simply as a process of assisting a person for enhancing his efficiency and effectiveness to a particular work area by getting more knowledge and practices. Also training is important to establish specific skills, abilities and knowledge to an employee. For an organization, training and development are important as well as organizational growth, because the organizational growth and profit are also dependent on the training. But the training is not a core of organizational development. It is a function of the organizational development. Training is different from education; particularly formal education. The education is concerned mainly with enhancement of knowledge, but the aims of training are increasing knowledge while changing attitudes and competence in good manner. Basically the education is formulated within the framework and to syllabus, but the training is not formed in to the frame and as well as syllabus. It may differ from one employee to another, one group to another, even the group in the same class. The reason for that can be mentioned as difference of attitudes and skills from one person to another. Even the situation is that, after good training programme, all different type skilled one group of employees can get in to similar capacity, similar skilled group. That is an advantage of training.

### Meaning and Definition of Training

Training is specialized function and is one of the fundamental operative functions of human resource management. It short-term process utilizing a systematic and organized procedure by which non-managerial personal acquire technical knowledge and skills for a definite purpose.

Training is a process of learning a sequence of programmed behavior. It is the application of knowledge and gives people an awareness of rules and procedure to guide their behavior. It helps in bringing about positive change in the knowledge, skills, and attitudes of employee towards the requirements of the job and organization. Thus, it bridges the differences between jobs requirements and employee's present specifications.

Training is the organized procedure by which people learn knowledge and/or skill for a definite purpose.

Training is any attempt to improve employee performance on a currently held job or one related to it.

Training is an act of increasing the knowledge and skills of an employee for doing a particular job".

Training is the continuous, systematic development among all levels of employees of that knowledge and their skills and attitude which contribute to their welfare and that of the company".

### Need for Training

Training is required on account of following reasons:

#### 1. Match job Criteria with Employee Specifications

An employee may not fulfil the exact requirements of the job and the organization. He may be qualified enough when it comes to the respective degrees or experience but the requirement of the organization may vary from the existing skills of the employees.

Training is required to fill these wide gaps so that employees are able to perform their duties efficiently.

#### 2. Organizational Sustainability and Transformation Process

The very basic purpose of every organization is the long term survival in the market. But organizational survival is influenced by various factors. The organization is required to adapt to the changes within the environment in organization can only be increased if the employees are capable enough to contribute to the innovative practices of the organization. It can only be done by the proper provision of training for the employees. Training also helps in smooth functioning of organizational process and development. Organizational productivity can be enhanced by developing the on improvement of the present level of competencies and knowledge of the employees which can be achieved by proper training of employees.

**1. Technical progress:** Nowadays, organizations are updating themselves in the field of technology i.e., mechanization, computerization and automation on a regular basis. If the organizations will not adopt the modern system of working, they will be liable to become obsolete in the long turn. On the other hand, technology alone will not work for better results; the people who will be responsible for managing and utilizing the technology for the betterment are also

required. Training is the mode by which we can upgrade skills of such people.

2. **Administrative Difficulty:** As the new technology is knocking the doors of modern industry, the system of working in modern organization is becoming complex day by day. Employees are required to be more adaptable to the latest system of organizational hierarchy. Organizational effectiveness can only be achieved by the provision of proper training so that the employees can act as change agent for the whole process of bringing organizational effectiveness in any organization.
3. **Job Profile Modifications:** It is very common practice to promote or transfer the employee from one position to another. There is also a possibility that due to promotion or transfer the employee may be given a new job which may have some new roles and responsibilities. Training is required to train such employees so that they can discharge their effectively in the long run.
4. **Cordial Human Relations:** There has been tremendous change in the attitude of management toward their employees. Gone are the days when the employees were merely considered as one of the factor of production. Nowadays, for any organisation to be successful in the market in all aspects, maintaining healthy relations with their employees is equally important than any other important factors. Training equips the employees to deal with problems and to maintain a healthy environment of working.

### Objectives of Training

Objectives of training are as follow:

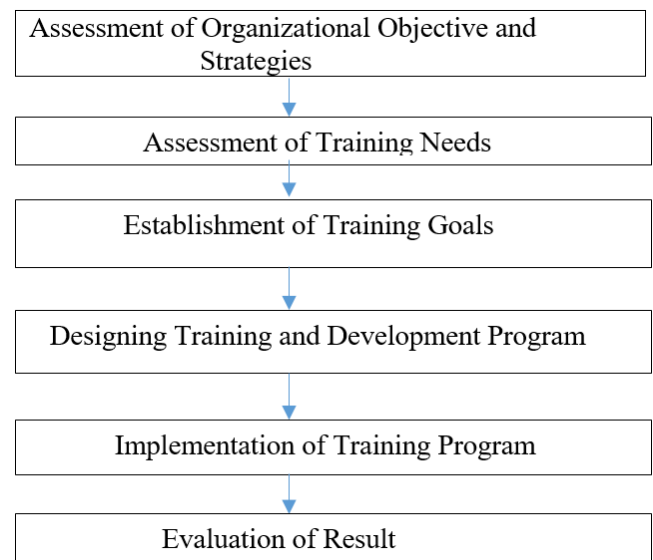
1. **To Increase Employee Efficiency:** Training aims to enhance the efficiency of the employee by imparting the skills needed to perform the task in a better way. It reduces the gap between the actual and desired performance.
2. **To Upgrade Employee's Skills:** In this ever changing environment of technical advancement, organizations are required to keep a close watch on the different activities and changes occurring within the environment. Here the job of keeping the employee fully equipped with the information and skill required for the performance of a specific task becomes more necessary. Training is essential to keep the employee updated in advance and incorporate the technological changes in accordance with the systems and procedure of the organization.
3. **To Avoid or Delay Managerial Obsolescence:** If there will be delay on the part of the managers in adopting the recent trends of work, it will be considered as failure of the management to cope up with the changes within the environment. Therefore, training aims to avoid such situation in the organization.
4. **To Prepare Employees for Undertaking Higher Positions:** Training generally aims to prepare the employees to handle more responsibilities by imparting additional skills required for the performance of a challenging task. It increases the confidence of employees to perform in a better way.
1. **To Reduce the Employee Turnover:** Training aims to reduce the employee attrition rate by simply infusing enthusiasm motivating them to perform their job in a

smooth manner. At the same time, employees are rest assured about the career progress. Training stimulates and restores dedication among the employees for the organization. Thus, managers are supposed to facilitate proper training programs, especially to the capable ones.

2. **To Achieve Organizational Excellence:** Training sharpens the existing skills of the employees which ultimately results in better performance of the employees, reduced rate of accidents, lower breakdowns of the machines and ultimately a more competitive organization with skilled workforce. All these factors enhance the organizational sustainability through creating a pool of educated and skilled workforce who can help the organization in maintaining the competitive edge.

### Process of Training

Training process consists of various steps, which are shown in figure:



1. **Assessment of Organizational Objectives and Strategies:** The first step in the training in an organization is the assessment of its objectives and strategies. What business are we in? At what level of quality do we wish to provide this product or service? Where do we want to be in the future? It is only after answering these and other related questions that the organization must assess the strengths and weaknesses of its human resources.
2. **Assessment of Training Needs:** Needs assessment diagnoses present problems and future challenges to be met through training and development. Organizations spend vast sums of money (usually as a percentage on turnover) on training and development. Before committing such huge resources, organizations should assess the training needs of their employees.
3. **Establishment of Training Goals:** Once training needs are assessed training and development goals must be established. Without clearly-set goals it is not possible to design a training and development program and, after it has been implement, there will be no way of measuring its effectiveness. Goals must be tangible, verifiable, and measurable. This is easy where skills' training is involved.

4. **Designing Training and Development Program:** The actual design of program is the foundation to effective training and development. Without solid and relevant content, training and development efforts are pointless. The usual approach to content development starts with outlining programmes. Selecting the most appropriate instructors completes the process. Thus, several issues are involved designing training programmes.
5. **Implementation of Training Programme:** Once the training programme has been designed, it needs to be implemented. It is beset with certain problems. In the first place, most managers are action-oriented and frequently say they are too busy to engage in training efforts. Secondly, availability of trainers is a problem. In addition to possessing communication skills, the trainers must know the company's philosophy, its objectives, its formal and informal organization, and the goals of the training programme. Training and development requires a higher degree of creativity than, perhaps, any other personnel specialty.
6. **Evaluation of Result:** The last stage in the training and development process is the evaluation of results. Since huge sum of money are spent on training and development, how far the programme has been useful must be judged/determined. Evaluation helps to determine the results of the training and development programme. In practice, however, organizations either overlook or lack facilities for evaluation.

**Importance of Training:** Importance of training can be underlined as follows:

1. **Decrease in Production Expenditure:** Training help the employees to do their work in the best possible manner and most economical way. It results in proper utilization of resources available within the organization. This helps the organization to cut their cost on re-work and non-economical methods.
2. **Reduces Chances of Accident:** A trained person uses the machine very efficiently; as he has been taught to use it properly, which reduces the chances of accident or mishappenings.
3. **Steadiness in the Organisation:** Training helps the employees to work efficiently. This helps the organization to free a person, who is supervising them. It also boosts confidence in the employees, who work without absenteeism and with dedication.
4. **Increases Employee's Confidence:** The trained workers are able to do their jobs in appropriate manner and can understand the procedures and methods easily. Thus, training gives the employees satisfaction and confidence on their jobs which is helpful for both the employees and organization.
5. **Improved Level of Quantity and Quality:** Training leads to better production of the goods in large quantity, which are qualitatively superior as well.
6. **Identification of Efficient and Non-Efficient Employees:** Training helps to differentiate between an efficient and non-efficient person. With the helps of training, it is easy to find the person who is able to learn and perform the tasks quickly and those who are slow learner and performer.
7. **Minimum Need of Supervision:** If a trained person is operating machinery, there will be no need of supervisor; as employee himself is sufficient enough to

do a good job.

8. **Aid to Managers:** As managers are free from the workload of supervision, it becomes easier for them to focus on other important problems of an organization.
9. **Improves Understanding Power:** Training gives the person better understanding of the procedure, in which he is involved. One can understand the technical details of the procedure, which helps in delivering better results.

#### Types of training

**Technical or Technology Training:** is a type of training meant to teach the new employee the technological aspects of the job. In a retail environment, technical training might include teaching someone how to use the computer system to ring up customers. In a sales position, it might include showing someone how to use the customer relationship management (CRM) system to find new prospect.

**Quality Training:** refers to familiarizing employees with the means of preventing, detecting, and eliminating no quality items, usually in an organization that produces a product. In a world where quality can set your business apart from competitors, this type of training provides employees with the knowledge to recognize products that are not up to quality standards and teaches them what to do in this scenario. Numerous organizations. Such as the International Organization for Standardization (ISO), measure quality based on a number of metrics.

**Skills Training:** the third type of training, includes preform the job. For example, an administrative assistant might be trained in how to answer the phone, while a salesperson at best buy might be trained in assessment of customer needs and on how to offer the customer information to take a buying decision. Thinks of skills training as the things you can actually need to know to perform your job.

**Soft Skills Training:** Soft Skills refer to personality traits, social graces, communication, and personal habits that are used to characterize relationships with other people. Soft skills might include how to be friendly and welcoming to customers. It could include sexual harassment training and ethics training. In some jobs, necessary soft skills might include how to motivate others, maintain small talk, and establish rapport.

**Professional Training and Legal Training:** Is a type of training required to be up to date in one's own professional filed. For example, tax laws change often, and as a result, an accountant for must receive yearly professional training.

**Team Training:** Do you know the exercise in which a person is asked to close his or her eyes and fall back, and then supposedly the team members will catch that person? As a team-building (and a scary one at that), this is an example of team training. The goal of team training is to develop cohesiveness among team members, allowing them to get to know each other and facilitate relationship building. We can define team training as a process that empowers teams to improve decision making, problem solving, and team-development skills to achieve business results.

**Safety Training:** is a type of training that occurs to ensure employees are protected from injuries caused by work-related accidents. Safety training is especially important for organizations that use chemicals or others types of hazardous materials in their production. Safety training can also include evacuation plans, fire drills, and workplace

violence procedures. Safety training can also include the following:

- Eye safety
- First aid
- Food service safety
- Hearing protection
- Asbestos
- Construction safety
- Hazmat safety

## 2. Organizational Development (OD)

### Meaning and Definition of OD

Organization development is a body of knowledge and practice that enhances organizational performance and individual development. It views the organization as a complex system of systems that exist within a larger system, each of which has its own quality, responsibility and degree of alignment. OD is an attempt to influence the members of an organization to expand their openness with each other about their views of the organization and their experience in it, and to take greater responsibility for their own action as organization members. It is an educational strategy which focuses on the whole culture of the organization in order to bring about planned change. It seeks to change beliefs, attitudes, values and structure in fact, the entire culture of the organization so that the organization may better adapt to technology and live with the pace of change. Thus, organization development is the process of bringing change in the entire aspects of the organization. "Organizational development includes efforts to improve results by getting the best from employees, individually and as members working group". "OD is the strengthening of those human processes in organizations, which improve the functioning of the organic systems, so as to achieve its objectives". Organization Development (OD) is planned effort, initiated by process specialist to help an organization its diagnostic skills, coping capabilities and linkage strategies in the form of temporary and semi-permanent systems and a culture of mutuality". "Organization development is a system-wide application of behavioral science knowledge to the planned development and reinforcement of organizational strategies, structures, and processes for improving an organization's effectiveness".

### Objectives of OD

Important objectives of OD are as follows:

1. To improve the ability of the organization to plan and manage changes through a transparent, effective and honest process.
2. To identify and allocate the precious resources of the organization in the most productive manner.
3. To improve the organizational and individual efficiency for effective accomplishment of organizational goals through planned interventions.
4. To achieve improved efficiency in the team building process through better communication and group dynamics.
5. To develop efficient leadership styles and better decision making process that suit the organization in the changing environment.
6. To obtain the employees' trust, cooperation and commitment by helping them effectively in skill acquisition and career development activities through training and development process.

7. To re-structure the organizational mission, objectives and tasks in a judicious and well-timed manner by continuously observing the development in the external environment.
8. To identify and resolve the potential conflicts among individuals through effective conflict management process.
9. To ensure the long-term growth and health of the organization by ensuring a better alignment between the organizational objectives and requirements on the one hand, and the employees' career goals and aspiration and the societal requirements on the other.
10. To achieve increased collaboration among the different units and divisions in the organization by reducing competition among these inter-dependent units.
11. To improve the job satisfaction of the employees.

### Advantage OF OD

Organization development is beneficial as it:

1. **Give Opportunities to Function as Human Being:** Provides opportunities for people to function as human beings rather than mere resources in the productive process.
2. **Helps in Utilization of Full Potential by Members:** Gives opportunities to each member of the organization to develop his full potential.
3. **Helps to Achieve Goals:** Seeks to make the organization more effective in meeting all its goals.
4. **Gives Organization a New Environment:** Tries to create an environment in which exciting and challenging work can be found.
5. **Helps People to Influence Organization through Work:** Gives people in organization the chance to influence how they relate to work, the organization, and the work environment.
6. **Analyses Alternative Organization Structures:** Gives orderly, well-planned analysis of alternative organization structures.
7. **Identifies Requirements of Functional Areas:** Helps in the identification of functional areas, and activities that need to be added and/ or emphasized.
8. **Helps in Fulfilment of Personal Appraisal Capabilities:** Helps in the appraisal of personnel capabilities relative to present and future organization needs.
9. **Gives Recommendation as per Needs of Organization:** provides recommendation regarding present, interim, and proposed organization changes such as changes in reporting relationships, the need for new positions, certain activity areas, or changes in levels of authority.
10. **Helps in organizational Change:** Organization development in playing an increasingly key role in helping organizations to change themselves. It is helping organizations assess themselves and their environments and revitalize and rebuild their strategies, structures, and processes, OD is helping organization members go beyond surface changes to transform the underlying assumptions and values governing their behaviors.
11. **Helps Personnel in Effective Performance of Tasks:** Organization development can help managers and staff personnel to perform their tasks more effectively. It can provide the skills and knowledge necessary for



establishing effective interpersonal relationships.

### Disadvantages of OD

Organization development is an important technique of introducing change but it has certain disadvantages also, which are as follows:

1. **Based on Behavioral Science Concepts:** OD is heavily based on the behavioral science concepts. Behavioral science has many limitations which are applicable to organization development also.
2. **Requires Initiators:** OD requires use of certain person who can take initiative to bring about change. Complacent people cannot be helpful in implementing organization development.
3. **Requires Consideration of Circumstances:** OD cannot be applied without giving due consideration to the circumstances may pose a problem in adapting to change.
4. **Time-Consuming:** When a company engages in organizational development, there are processes that can become time-consuming and slow its productivity. Surveying employees on the effectiveness of internal processes, waiting for customer feedback on a marketing programme before moving forward with changes and evaluating logistics plans to improve shipping efficiency are important to company growth, but they can also slow down the company's ability to make changes and react to pressing issues.
5. **Put Administrative Challenges:** Organisational development adds responsibility to the employees and managers to maintain open communication and constantly re-evaluate the needs of the organization. Because organizational development tends to add elements to the corporate structure, such as managing workplace diversity, the formation of work group to address issues and changes in the company's strategic planning to meet the needs of the staff, it can be a challenge to maintain an efficient organizational development programme.
6. **Other limitations:** It includes the following:
  1. Substantial expense,
  2. Delayed pay-off period,
  3. Possible failure,
  4. Possible invasion of privacy,
  5. Possible psychological harm,
  6. Potential conformity,
  7. Emphasis on group processes rather than performance
  8. Possible conceptual ambiguity,
  9. Difficulty in evaluation, and
  10. Cultural incompatibility.

### Conclusion

The purpose of this last session is to bring the program to a close and create a transition back to community work. In addition to evaluating the program, the participants also develop an action plan that will serve as a frame work for using what they have learned during the course to review and evaluate the content and format of the training program, as well as the participation of all involved to develop a plan of action for future community work.

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