**Unit 1: Introduction to Training**

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**1.1. Learning Objectives**

After studying this unit, you will be able to

* define the concept of training
* identify the need for training
* explain the importance of training

**1.2. Introduction**

The skills and qualities possessed by human beings are integral to the success of any organisation. However, with changing times, the skills and competence of the employees need to be upgraded to enhance their efficiency and growth. To achieve this aim, the management of an organisation develop different types of training and development programmes.

The management of a company believes that training and development is a permanent function and must be performed on a continual basis. Therefore, most companies keep a separate department, i.e., Human Resource to identify the needs of employees and create such training and development programmes that benefit both staff and organisation.

In this unit, you will study about the concept of training. Further, you will learn , why it is needed in an organisation. In the end, you will read the advantages of training and development to employees and organisation.

**1.3. What is Training?**

Training can be defined as an organised process which aims at bringing behavioural changes in an individual which proves to be beneficial for an organisation. Many authors have provided various definitions of training. Following are some definitions:

According to C B Memoria, “Training is a process of learning a sequence of programmed behaviour. It is application of knowledge and it attempts to improve the performance of employee on the current job and prepares them for the intended job. Training is a short-term process utilising a systematic and organised procedure by which non managerial personnel acquire technical knowledge and skills for a definite purpose. Training refers to instructions in technical and mechanical operations, like operation of some machine/equipment. Training is for a specific job-related purpose.”

In the words of Tapomoy Deb, ‘Training is a systematic and organised learning process by which competence and competencies of employee for carrying out specific jobs are enhanced for improving existing performance or learning a new skill.”

According to Wayne F Cascio, “Training consists of planned programme designed to improve performance at the individual, group, and /or organisational levels. Improved performance, in turn, implies that there have been measurable changes in knowledge, skills attitude, and/or social behaviour.”

According to Edwin B.Flippo, ‘’ Training is the act of increasing the knowledge and skills of an employee for doing a particular job’’.

To define in a formal way, training is a process which involves imparting knowledge, skills and behaviours required perform specific jobs in the most effective manner. It helps employees to get acquainted with the necessary skills, real life scenarios to enable them to perform their jobs well. It is a continuous process and assist employees to increase their self-reliance, ability to take command and responsibility, and deal with the complex challenges in the future.

For example, Bonobos, a leading retail company of US offers different programs to train its employees to equip them with the skills required to manage themselves and their partners effectively. Few of the training programmes offered include “Managing for Success” under which management skills are taught, “How to Manage Up Well”, under which associate-level employees are trained to communicate with seniors, and many others.

Now that you are aware of the meaning of training, let’s discuss why an organisation require it.

**1.4. Need for Training**

With the changing times, jobs have grown more complex and sophisticated. Moreover, there has been greater influence of technology on job performance. This has given rise to the need for development of training programmes to enable employees improve their productivity and efficiency. In any organisation, training is needed to fulfil four main objectives which are shown in the Figure 1.1:

**Figure 1.1: Objectives of Training**

Let’s discuss these objectives in detail.

* **Individual objectives:** With the help of adequate training, employees can achieve their personal goals. As a result, they can improve their output, which in turn will contribute to the organisation’s success. Examples of personal objective is to gain knowledge about the functioning of a department or increasing the productivity, or asserting a responsibility, etc.
* **Functional objectives:** Adequate training can assist a department to increase its contribution towards the achievement of organisational goals. For example, a functional objective of an organisation can be to increase factory productivity by 11% in a year, which would help in the attainment of organisational goals of bringing a reduction in costs.
* **Societal objectives**: These assist a company in fulfilling their ethical and social responsibilities towards the society. For example, creating safe working conditions.
* **Organisational objectives:** This objective is linked with all other objectives which assist an organisation to attain its primary goal, like enhancing the brand growth, achieving the visions, strengthening the company’s image, etc.

Now, let’s find out why training is so important in an organisation.

**1.5. Importance of Training**

Training is mainly a long-term investment. The returns can be easily witnessed by the improved relationships between people working in an organisation and the profit margins company achieves. Thus, the main benefits of training are derived by both employees and organisation. These are discussed as follows:

**Benefits to employees:** Training is beneficial to employees in the following ways:

* It adds to the market value and worth of employees; thereby increasing their chances of growth within and outside an organisation.
* It brings an individual closer to his/her personal goals and improve employees’ communication skills.
* It helps employees to secure promotions and shoulder major responsibilities.
* It provides confidence to employees to take risks and perform their jobs with greater zeal and morale.
* It helps employees to avoid mistakes and accidents at working place by acquainting them with the correct job procedures.
* It brings an increase in job satisfaction and help them deal with organisational, social, and technological changes.

**Benefits to organisation:** Training is beneficial to employees in the following ways:

* It helps an organisation to gain more efficiency while making decisions and solving problems.
* It removes the wastage in operations as the workforce learns to operate machines and equipments effectively.
* It enables the workforce to put their talent, goods, materials, tools, and machinery to better use, which further improves the overall performance of an organisation.
* It increases the employee loyalty towards organisation by providing them optimum growth opportunities.

**1.6. Summary**

* Training is an organised process which aims at bringing behavioural changes in an individual which proves to be beneficial for an organisation.
* Training is needed to fulfil four main objectives, namely individual objectives, functional objectives , societal objectives, and organisational objectives.
* The main benefits of training are derived by both employees and organisation.

**1.7. Glossary**

**Human Resource** – The group of people that constitute the workforce of an organisation.

**Job satisfaction** – A level of contentment among employees towards their jobs.

**1.8. Check Your Understanding**

1. Training brings \_\_\_\_\_\_\_\_\_\_\_\_\_ changes among employees.

a. personal

b. behavioural

c. mental

d. Both a and c

2. Which of the following authors has defined Training as “the act of increasing the knowledge and skills of an employee for doing a particular job’’?

a. Tapomoy Deb

b. Wayne F Cascio

c. C.B. Memoria

d. Edwin B.Flippo

3. Asserting responsibility falls under \_\_\_\_\_\_\_\_\_\_\_\_\_ objectives.

a. Functional

b. Societal

c. Individual

d. Organisational

4. Which of the following statements is true?

a. Training does not help an organisation to gain more efficiency while making decisions.

b. Training increases the wastage in operations.

c. Training is a short-term investment.

d. Training helps employees to secure promotions

**1.9. Exercise**

1. What do you understand by training? Explain.

2. Why does an organisation need training?

3. The main benefits of training are derived by both employees and organisation. Explain.

**1.10. Check your understanding (Answers)**

1. b. behavioural

2. d. Edwin B.Flippo

3. c. Individual

4. d. Training helps employees to secure promotions

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| **1.11. Exhibit: Training Practices at Amazon**  At Amazon, the onboarding process includes extensive training. Every new hire has to participate in a month-long journey. This allows the workers to get accustomed to the company, build confidence, as well as enhance their capabilities.  Amazon launched the [Career Choice](https://www.aboutamazon.com/working-at-amazon/career-choice) program, in 2012. The main objective of this program was to provide the employees, who were working on hourly basis, an access to educational benefits after being a part of the company for one year. Under this program, the employees were also offered tuition and fee coverage and textbook reimbursement rates of up to 95%. Participants have the access of up to $12,000 while earning a certificate or associate degree, as long as they are taking courses in the areas which are in demand.  In 2019, Amazon committed over $700 million to invest in its employees and retrain 100,000 team members. The objective was to enhance the skills of its workforce, for example, by providing nontechnical workers with access to technical skills training. An instance of this is Amazon Technical Academy which allows employees to upksill and makes it easier for them to move to software engineering careers.  Such programs are beneficial not only to the employees but also the organisation. The employees are able to pursue their professional dreams, while on the other hand, Amazon is able to close the skill gaps. Not only the participants are earning skill certifications, but also get an opportunity to enhance their value and seek out positions elsewhere.  Source: https://www.talentlyft.com/en/blog/article/392/5-examples-of-employee-training-and-development-programs |

**1.12. Further Readings and Bibliography**

**Suggested Books**

* Christensen, R. (2006). Roadmap to strategic HR. American Management Association.
* Hodder & Stoughton. (1999). Personnel policies, training & development.

**E-References**

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