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## **MEANING AND DEFINITIONS OF TRAINING**

Training may be viewed as a systematic and planned process which has its organisational purpose to impart and provide learning experiences, that will bring about improvement in an employee and thus enabling him to make his contribution in greater measure in meeting the goals and objectives of an organisation.

Training is an organised procedure for increasing the knowledge and skill of people for a specific purpose. The trainees acquire new skill, technical knowledge, problem-solving ability, etc. It also gives an awareness of the rules and procedures to guide their behaviour. Training improves the performance of employees on present jobs and prepares them for taking up new assignments in future.

To have a realistic and clear perception and understanding of what training entails, some of the definitions as produced by different distinguished writers are given as follows :

According to **Edwin B. Flippo**, "Training is the act of increasing the knowledge and skill of an employee for doing a particular job."

According to **Michael J. Jucius**, "The term training is used here to indicate only process by which the aptitudes, skills and abilities of employees to perform specific jobs are increased."

## **NEED AND IMPORTANCE OF TRAINING**

Training of employees is essential because work-force is an invaluable asset to an organisation. Training is necessary for the following reasons :

1. **Increased Productivity.** Training improves the performance of employees. Increased skill and efficiency results in better quantity and quality of production. A trained worker will handle machines carefully and will use the materials in an economical way.
2. **Higher Employee Morale.** A trained worker derives happiness and job satisfaction from his work. He feels happy when his performance is upto the mark. This also gives him job security and ego satisfaction. The employers will properly look after a worker who performs well. All these factors will improve employee's morale.
3. **Less Supervision.** The degree of supervision required for a trained worker will be less. He will not be dependent upon the supervisor for minute details and may carry on his work himself. On the other hand, an untrained worker will need constant watch and he will require the guidance of the supervisor very often. A trained worker will be most disciplined and independent. He will not like any type of interference in his work and may not give any opportunity to the supervisor for complaint. Such workers can take more interest in their work and may contribute significantly in reducing managerial problems of supervision.
4. **Less Wastage.** Untrained workers may waste more materials, damage machines and equipment and may cause accidents. Accidents generally occur due to a deficiency in the operator and not in the machine. A trained worker will know the art of operating the machine properly. He will also use the material and other equipment in a systematic way causing less wastage. The control of various wastes will substantially reduce the manufacturing cost. The amount spent on training the workers will prove an asset to the organisation.
5. **Easy Adaptability.** The technological advancements will require new approach to work. The methods of work are constantly undergoing a change. This will necessitate the adaptability of workers to changing work environment. A trained worker can be more adaptable to change than an untrained one. The

former can easily learn new work techniques with a little bit of guidance. There may not be any need to employ few workers for running new machines. The present workers will learn new techniques with some sort of orientation. The trained persons will adapt to new situation more easily because they have basic technical knowledge.

6. **Reduced Turnover and Absenteeism.** Labour turnover and absenteeism are mainly due to job dissatisfaction. When a worker is properly- trained he will take keen interest in his job and can derive satisfaction from it. A satisfied person may not like to leave his job and try at a new place. Training helps in reducing labour absenteeism by increasing job satisfaction among them.
7. **Employee Development.** Training also helps in the development of employees. It' first helps in locating talent in them and then developing it to the maximum. The adaptability of a worker will help him in working on new and improved jobs. If a worker learns fast then he will be able to develop his talent and improve his performance. Training thus gives him an opportunity to show case his talent also.

### **Benefits of Training to the Organisation**

1. Leads to improved profitability and/or more positive attitudes towards profit orientation.
2. Improves the job knowledge and skills at all levels of the organisation.
3. Improves the morale of the work force.
4. Helps people identify with organisational goals.
5. Helps create a better corporate image.
6. Fosters authenticity, openness and trust.
7. Improves relationship between boss and subordinates.
8. Aids in organisational development.
9. Learns from the trainees.
10. Helps prepare guidelines for work.

11. Aids in understanding and carrying out organisational policies.
12. Provides information for future needs in all areas of the organisation.
13. Organisation gets more effective decision making and problem solving skills.
14. Aids in development for promotion from within.
15. Aids in developing leadership skill, motivation, loyalty, better attitudes and other aspects that successful workers and managers usually display.
16. Aids in increasing productivity and/or quality of work.
17. Helps keep cost down in many areas e.g. production, personnel, administration etc.
18. Develops a sense of responsibility to the organisation for being competent and knowledgeable.
19. Improves labour management relations.
20. Reduces outside consulting costs by utilising competent internal consultation.
21. Stimulates preventive management as opposed to putting out fires.
22. Eliminates subordinate behaviour such as hiding tools.
23. Creates an appropriate climate for growth, communication.
24. Aids in improving organisational communication.
25. Helps employees adjust to change.
26. Aids in handling conflicts, thereby helping to prevent stress and tension.

### **Benefits of Training to Individuals**

These benefits will ultimately turn beneficial to the organization in the following ways :

1. Helps the individual in making better decisions and effective problem solving.

2. Through training and development, motivational variables of recognition, achievement, growth, responsibility and advancement are internalised and operationalised.
3. Aids in encouraging and achieving self-development and self-confidence.
4. Helps a person handle stress, tension, frustration and conflict.
5. Provides information for improving leadership, knowledge, communication skills and attitudes.
6. Increases job satisfaction and recognition.
7. Moves a person towards personal goals while improving interactive skills.
8. Satisfies personal needs of the trainer and the trainee.
9. Provides the trainee an avenue for growth and say in his/her future.
10. Develops a sense of growth in learning.
11. Helps a person develop speaking and listening skills, also writing skills when exercises are required.
12. Helps eliminate fear in attempting tasks.

### **TYPES OF TRAINING PROGRAMMES**

1. **Induction Training** When a new employee joins an organisation, he must be helped to get acquainted and adjusted with his fellow employees and the work environment. The new employee is a complete stranger to the people, work place and work environment. Induction may be viewed as a socialisation process by which the organisation seeks to make an individual its agent for the achievement of its objectives and the individual seeks to make an agency of the organisation for the achievement of his personal goals. Induction is thus a process of indoctrination, welcoming, acclimatisation, acculturation and socialization. An organisation, especially a large one should have a systematic induction training programme. Small organisations may do it through informal

orientation by the employees immediate supervisor. There is no model induction programme. Each organisation develops its own programme as per its needs. However, the supervisor should ensure that the programme covers all the necessary orientation steps.

2. **Job Training** Job training of employees takes place after orientation training. Job training is the process of enhancing the skills, capabilities and knowledge of employees for doing a particular job. Training process moulds the thinking of employees and leads to quality performance of employees. It is continuous and never ending in nature. A number of on the job and off the job training techniques are available for educating the employees in handling the machines and equipment, raw materials etc correctly and in performing their jobs efficiently and effectively. Proper job training can motivate the workers by creating interests in their jobs. It will also minimize the number of job accidents.
3. **Learner Training** Sometimes people are selected for the jobs for which they don't have specific skills and knowledge. Such employees have to be sent for training for some time so that they acquire the skills, knowledge and education needed for performing their jobs. Even after completing the learner training programme, these employees are placed on regular work assignments to check their knowledge and the effectiveness of the learner training.
4. **Internship Training** An internship is job training for white-collar and professional careers. Generally, an internship consists of an exchange of services for experience between the student and an organisation. Students can also use an internship to determine if they have an interest in a particular career, create a network of contacts or gain academic credit. Some interns find permanent, paid employment with the organisations for which they worked. This can be a significant benefit to the employer as experienced interns often need little or no training when they begin regular employment. Unlike a trainee program, employment at the completion of an internship is

not guaranteed. An internship may be paid, unpaid or partially paid (in the form of a stipend). A typical internship lasts between 6 to 12 months, but can be shorter or longer, depending on the organisation involved.

5. **Promotion Training** When the existing employees of the organisation become eligible for promotion to the higher jobs in the organisation, they have to be provided with adequate training to make them better equipped to shoulder the bigger responsibilities. The training for promotion should enhance required skills and knowledge to the employees for the new position. The purpose of this training is that instead of hiring people from outside, the organisation should develop its own people. Spending the money to train an existing employee for a promotion often pays off. Much of the risk of hiring is mitigated because the employer already knows the employee. The employer has experience with the-employee's work ethic, ability to work with others and problem-solving skills. Current employees often cut down the learning curve because they understand the company, the way it operates, what it sells and the management structure. In companies with highly specialised products or services, this can cut down on the ramp up time needed to get a new hire up-to-speed. Hiring from inside also reduces the hard costs of hiring. These include the time involved in background checks, setting up payroll, signing up for healthcare and other internal benefits, and other administrative set up costs. An internal candidate also doesn't incur moving and relocation costs, which are sometimes paid for by the employer.
6. **Refresher Training** Refresher training is a way of helping to ensure that employees are up to date with skills and knowledge. It assures that skills and knowledge have not decayed over time and that everyone within the organization is able to meet their obligations. There always exists some knowledge that one needs to get refreshed, even within one's own area of expertise. It is quite obvious that skills fade with time. There may be various reasons for this degradation of skills. Most often it is because of lack of regular

usage of skills and choosing of alternative methods by the employees. Whatsoever the reasons may be, the needs for refresher training have to be identified and addressed, to ensure that the skills are updated and remain current. Unfortunately, too often the refresher training is treated as a necessary evil and the opportunity to advance skills and solidify knowledge is lost. The refresher training at workplace is important because of the following reasons

- To retain the existing talent.
- To keep pace with the new technologies.
- To become the beneficiaries of the current innovations.
- To get the best out of the employees.
- To update with the latest trends.

## **TRAINING METHODS AND TECHNIQUES**

Training methods are, generally, classified by the location of instruction. Training can take place in various situations, on the job or off the job, in the company or outside the company. It necessarily involves the use of a number of tools, methods and techniques. Some of the widely used training methods are as follows :

**A. ON THE JOB TRAINING** On-the-job-training is the heart and soul of all training in business and industry. OJT as it is known or sometimes called "Shop Training" is the most universal form of employee development. This is the traditional method of learning, which is designed to maximise learning while allowing the employee to perform his job under the supervision and guidance of a trained worker or instructor, providing him practical application and making principles and concepts of learning meaningful and realistic. This is the most effective method of development applicable at all levels to a wide range of semiskilled, skilled and technical jobs, as well as supervisory and management development programmes. There are several types of on the job training. Those prominently deployed in use in OJT are as follows :



1. **Job Instruction Training (JIT).** Commonly known as JIT, this technique of training was developed during World War II. It is a four step instructional process. JIT is basically used to teach the workers how to do their current jobs. A trainer, supervisor or co-worker can act as the coach. The four steps involved in this process are :
  - The trainee receives an overview of the job, its purposes and desired outcomes, with a clear focus on the relevance of training.
  - The trainer demonstrates the job in order to give the employee a model to copy. The trainer demonstrates to him the right way of doing the job.
  - The trainee is then asked to copy the trainer's demonstration: Demonstrations by the trainer and practice by the trainee are repeated till the trainee masters the right way to perform the job.
  - Finally the employee does the job independently without supervision.
2. **Coaching.** On the Job coaching by the supervisor is an important and potentially effective approach. It is a kind of daily training and feedback given to employees by their immediate supervisors. It involves a continuous process of learning by doing. Coaching involves direct personal instructions and guidance, usually with extensive demonstration and continuous critical appraisal and correction. It has the advantage of increased motivation for the trainee and minimisation of the problem of transfer from theory of practice. However, the method will lose its value if the Coach does not possess the requisite skills to guide the trainee in a systematic way. Effectiveness of coaching depends upon the patience and communication skills of the coach. He will have to: Explain appropriate ways of doing things. Make clear why some actions are taken. State the observations accurately. Offer possible alternatives. — Give suggestions whenever required. Follow up.
3. **Mentoring.** It is a somewhat different form of training method. In mentoring, senior person in the organisation assumes the responsibility for training as

well as grooming of a junior person. A mentor acts as a teacher, guide, counselor, philosopher, exemplar, supporter and facilitator of the junior person. The basic objective of mentoring is to help an employee gain psychological maturity and effectiveness and get integrated with the organisation. Mentoring can take place both at formal and informal levels depending on the prevailing work culture and commitment from the management. A good mentor has to : Listen to the mentee and understand him Challenge his intellect and stimulate the learning process Coach Build Self Confidence Provide wise counseling — Teach by examples — Act as the role model — Share experiences — Offer encouragement A person can learn a lot from his mentor if he : Listens Acts on advice Shows commitment to learn Leaves ego at the door Asks for feedback Is Open minded Is willing to change Is proactive Mentoring in India is based on the time honoured Guru-Shishya relationship where the guru would do everything to develop the personality of the Shishya, offering emotional support and guidance. Shishya on the other hand can do anything and everything for the guru. Companies like Coca-Cola, TISCO have used mentoring systems to good effects in recent times.

4. **Position Rotation.** Position rotation training is the broadening of the background of the trainee in the organisation. If the trainee is rotated periodically from one job to another, he acquires a general background. He understands the larger organisational perspective and different functional areas. He attains a better sense of his own career objectives and interests. Rotation allows the trainees to build rapport with a large number of individuals within the organisation and facilitates future co-operation among departments. The cross trained personnel will be more flexible in future in case of transfers, promotions or replacements.

In position rotations, the productive work suffers because of the disruptions caused by such changes. As specialisation advances, rotation becomes less useful as few people have the technical knowledge and skills to move from one functional area to

another. To get the best results out of this method, it should be tailored to the needs, interests and capabilities of the individual trainee and not be a standard sequence that all trainees undergo.

**5. Apprenticeship.** Apprenticeship training may be traced back to medieval times when those who wanted to learn trade skills used to bind themselves to master craftsman to learn by doing the work under his guidance. During earlier periods, apprenticeship was not restricted to artisans only. It was used in training for the professions including medicine, law, teaching etc. In today's organisations, apprenticeship training is a structured process by which people become skilled workers through a combination of classroom instructions and on-the-job training. It is widely used to train individuals for many occupations. Many organisations have apprenticeship laws with supervised plans for such training.

**6. Committee Assignments.** In this method, the\_ trainees are asked to perform special assignments and to solve actual organisational problems. Sometimes, a task force is created which consists of a number of trainees representing different functions in the organisation. In this method, trainers acquire knowledge about the assigned activities and learn how to work with others. They also understand the personalities, issues and processes governing the organisation. However, managers should very well understand that committee assignments could become notorious time wasting activities.

**Merits.** The main advantages of (on-the-job training OJT) are as follows :

- (i) The trainee learns on the actual machine in use and in real environment of the job. He gets a feel of the actual job. Therefore, he is better motivated to learn and there is no problem of transfer of training skills on the job.
- (ii) OJT is the type of training which can be tailored to suit the specific requirements of each trainee, in terms of his background, attitudes, needs, expectations, goals and future assignments.

- (iii) This method is very economical because no additional space, equipment, personnel or other facilities are required for training. The trainee produces while he learns.
- (iv) The trainee learns the rules, regulations and procedures by observing their day to day applications.
- (v) OJT is specific, practical and tangible.
- (vi) OJT is most suitable for unskilled and semi-skilled jobs where the job operations are simple, easy to explain and demonstrate within a short span of time.
- (vii) The supervisors feel greater responsibility and work more willingly and zealously for the development of their subordinates, while imparting OJT.

**Demerits.** Some of the demerits from which OJT suffers are :

- (i) In OJT there is a tendency to neglect, disregard and even to do away with, in some cases, the essentials of principles and theory in favour of immediate production.
- (ii) Trainee while learning may damage equipment, waste materials, cause accidents frequently.
- (iii) The work place, with environment charged with hustle and noise and the pace of skilled workers, is most likely to affect the learning and may create a feeling of frustration in the mind of a trainee.
- (iv) Experienced workers cannot use the machinery while it is being used for training. In order to make this training successful, some conditions must be satisfied :

(a) What and how to teach should be carefully decided.

(b) The instructor should be carefully selected and trained.

(c) A definite follow up schedule should be used to judge the results of training.

**B. OFF-THE-JOB TRAINING** In off-the-Job training methods the trainees have to leave their workplace and devote their entire time to the training. A few off-the-job training techniques are as follows :

**1. Vestibule Training** In this method, a training center called vestibule is set up and actual job conditions are duplicated or simulated in it. Expert trainers are employed to provide training with the help of equipment and machines which are identical with those used at the work place. This method of training is used primarily when large number of employees must be trained quickly, as needed, as a result of expansion of business activities by firms or industries, although it is also helpful as a preliminary to on-the-job-training.

**Merits.** The important merits of vestibule training are :

- (i) This method has the fundamental advantage of training a number of people in a short period of time, without causing any interruption or disturbance in the normal flow of work.
- (ii) The trainee can concentrate on learning without disturbance of the workplace noise.
- (iii) This method is essential where on the job training might result in a serious injury, an accident or the destruction of valuable equipment and material.
- (iv) It permits the trainee to practice without the fear of being observed and criticised by the supervisor/coworker.
- (v) It is a specialised superior method of instructions, free from any pressures of getting out production.
- (vi) The interest and motivation of the trainee are high as the real job conditions are duplicated.
- (vii) This method provides possibility of frequent lectures, or discussions and greater personal attention to individual trainees.

**Demerits.** This method, however, suffers from the following demerits :

- (i) The use of this method is limited more or less to those jobs, in which there is a high turnover or there is a continuously increasing demand for workers.
- (ii) Vestibule training is the most expensive method because of additional investment in class-room, equipment and expert trainers.
- (iii) The training situation is somewhat artificial and the trainee does not get a feel of the real job.

**2. Apprenticeship Training** The 'Apprenticeship' system is perhaps the oldest and most commonly used method for training in industrial crafts, trades and technical areas. In this method, theoretical knowledge and practical learning are provided to trainees in training institutes. In India, the government has established Industrial Training Institutes (ITIs) for this purpose. The aim of this training is to develop all round craftsmen. Generally, a stipend is paid during the training period. Thus, it is an 'earn while you learn' scheme.

**Merits.** The main merits of this method are :

- (i) The main advantage of this method is that it combines theory and practice. The trainee becomes productive immediately.
  - (ii) It ensures the maintenance of a skilled work force.
  - (iii) It greatly improves workmanship.
  - (iv) This fosters a sense of belongingness and loyalty in the minds of employees and opens up opportunities for their growth and development.
- Demerits. Apprenticeship training is time consuming and expensive. Many persons leave the training programme midway as the training period extends from one year to three years.

**3. Classroom Training** Classroom training is the traditional way of education, which places the trainee in a class-room. Class-room training takes place either inside the organisation or at some external selected

sites, may be institutes, universities or professional associations, which have no connection with the company. The main aim of class-room training is to take the man away from his working environment, to mix with men in a similar position to his own, and as a result bring about change in his attitude and point of view, capable of looking at problems differently. Lectures, case studies, group discussions and audio-visual aids are used to explain knowledge and skills to the trainees. Classroom training is suitable for teaching concepts and problem solving skills. It is also useful for orientation and safety training programmes. It may also include courses in re-training and upgrading.

**4. Internship Training** In internship training, educational institutions and business firms have a joint programme of training. Selected candidates carry on regular studies for the prescribed period. They also work in some factory or office to acquire practical knowledge and skills. This method helps to provide a good balance between theory and practice. But it involves a long time period due to slow process. Internship training is used in professional courses e.g. MBBS, C.A., ICWA etc.

**5. Conferences** Conference is a favourite training method. Many organisations have adopted guided discussion type of conferences in their training programmes, in order to escape the limitations of the lecture method. In conferences, the participants pool their ideas and experiences to arrive at improved methods of dealing with the problems which are the common subject of discussion. Conference may include buzz sessions that divide the conference into small groups for intensive discussion. These small groups then report back their conclusions or questions to the whole conference. Conference method allows the trainees to look at the problems from a broader angle. However, unless the conference is directed towards the required needs of the participants, they may feel that the whole exercise is useless.

