

Meaning of Training:

Training is the term most often applied to the acquisition of skills which generally are oriented around lower level positions in the organisation and are expected to have an immediate impact on job behaviour and possibly on labour productivity.

“Training refers to the process of educating and developing selected employees so that they have the knowledge, skills, attitudes and understanding needed to manage in future position.”

Training as defined by some experts of the management as:

In the words of Dale, I. Beach, “Training is the organised procedure in which people learn knowledge and/or skill for definite purpose.”

According to Jucius, “The term training is used here to indicate only the process by which the aptitudes, skill and ability of employee to perform specific jobs is increased.”

Training is a learning experience because it seeks a relatively permanent change in an individual that will improve his (her) ability to perform on the job. Training can involve the changing of skills, knowledge, attitudes or behaviour. It may mean changing what employees know, how they work, their attitudes toward work, or their interaction with co-workers or superiors.

Training activities include all planned organisational efforts aimed at increasing employees' abilities or modifying their behaviour. Such activities come in forms, and may be formal or informal. They may be conducted on or off the premises. Participation in them may be open or restricted, and their duration can range from several minutes to a number of years.

Regardless of their specific form, the basic purpose of training is to increase the needed attributes and skills of employees. In some cases, the target is the new employee who has yet to acquire the attributes necessary to be an effective performer. In others, the target is the employee whose job has been altered by a change in technology or structure.

Ultimately, training programmes aim at altering job behaviour, but specific programmes try to accomplish this objective in several different ways. See Fig. 4.4. Some programmes attempt to affect job behaviour by alternating job-related attitudes. These include attempts to make attitudes about organisational changes more flexible and attitudes about desired behaviours more positive.

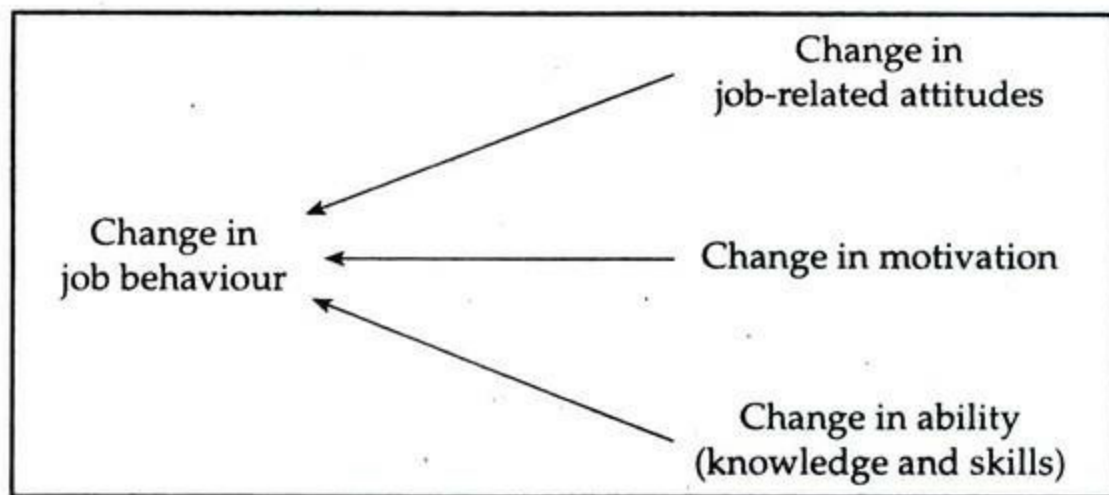


Fig. 4.4 : Different Approaches to Changing Job Behaviour Through Training

For example, a training effect may be inspirational in nature and encourage commitment to organisational goals. However, the most frequent approach to changing job behaviour is to change job-related abilities. An example is any programme that gives the employee more job-related knowledge and skills, such as those regarding carpentry and house construction.

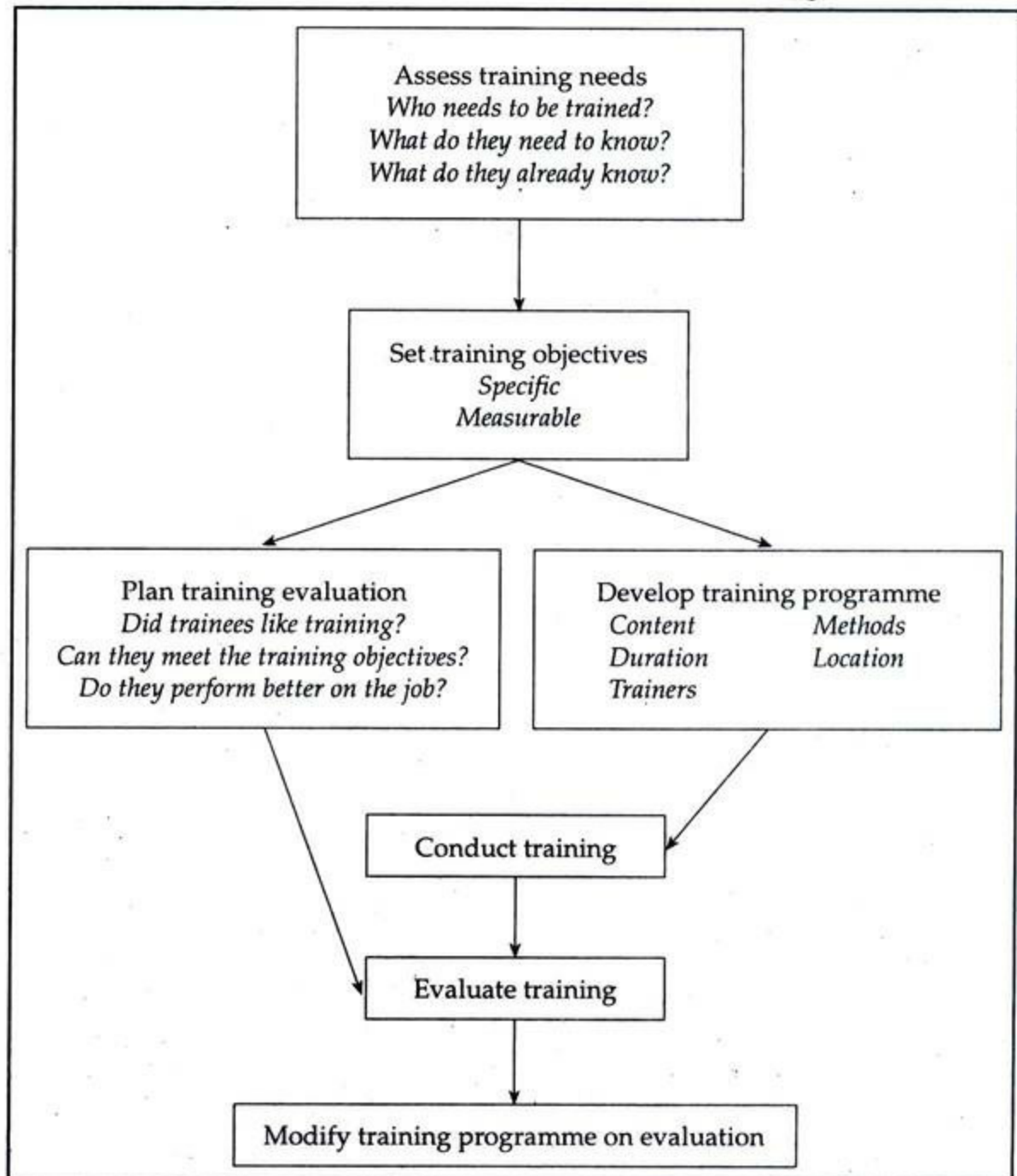


Fig. 4.5 : The Training Process

Objectives of training

1. **Induce new employees:** Induce employee is the main aim of training and this is the most essential for a company.
2. **Gain knowledge on a new method:** Training and development help to gain knowledge on a new method.
3. **Obtain knowledge of company policy:** Employee should have sufficient

knowledge about company policy for best performance. Training and development help employee to obtain knowledge of company policy.

4. **Earn knowledge on customer relations:** Gather information about customer relations is the major objectives of training and development.
5. **Change attitude:** It helps to change attitude so, that an employee can give their best to the organization.
6. **Ensure personal growth:** Training and development give an employee everything which needed to be a good professional. And when he becomes a good employee it ensures his personal growth.
7. **Ensure ensuring loyalty:** Aim of training and development is to make an employee loyal to his / her company.
8. **Reduce labor turnover:** Another objective of training and development is to reduce labor turnover.
9. **Increase productivity:** Training develop a person's skill to a professional level so, it is easy to say obviously training and development process increase productivity.
10. **Improve quality:** Improve the quality of employee is the main objective of training and development.
11. **Help company to fulfill future growth:** Growth of a company depends on their employee. So, the development process helps the company to fulfill future growth.
12. **Improve organizational climate:** Improving organizational climate is the greatest objective of training and development.
13. **Improve health care:** Without good health, the employee can't serve properly to his / her company. So, training and development improve health care.
14. **Prevent obsolesce:** Prevent obsolesce is one the most important objectives of training and development.
15. **Change behavior:** Training and development have a great impact on employee behavior. It polishes employee's behavior so, that he/she can fit with the internal and external environment.