

# New Paradigm of Training and Development for Employees and Organization

Poonam

(Lecturer)

Babu Banarsi Das National Institute of Technology and Management

Lucknow, Uttar Pradesh

India

**Abstract:** As we all are aware of the facts that the population is increasing so their needs, wants, desires, expectations and competition are increasing, technology is changing, methods of producing goods and services are changing, business is getting diversify, market is increasing, competitors are increasing so it is becoming very difficult for every organization to survive in this competitive scenario. In order to get maximum profit through customer satisfaction it is required to provide quality training programs to their employees. Training and development play an important role in private as well as public sectors. In today's competitive scenario, there is a need of quality training and development programs for enhancing the (KSAs) knowledge, skills and abilities of employees. This article new paradigm of training and development for employees and organization places extreme emphasis on the need of competency based learning interventions and identification of skills-attitudinal behavioral gaps with the help of TNA (training need assessment). The main aim of this study is how to mould the KSAs of employees in favor of organization in achieving the goals of an organization and individual employees. This article also emphasis on what is online training and how it is beneficial for the growth of organization and upliftment of the morale of the employees. Quality training and development programs help in improving the performance of the employees, increasing productivity and profitability of the organization. The main purpose of the study is to make every organization to realize the importance of training and development programs in order to survive in the cut-throat competitive environment.

**Keywords:** Training and Development, KSAs, Training Benefits, Competency based Learning Interventions, New Paradigm of Training and development.

## I. INTRODUCTION

New Paradigm of training and development talks about how to change the knowledge, skills and abilities of employees for achieving goals and objectives of the organization and individual employees by using modern techniques. As we all are aware of the facts that the population is increasing so their needs, wants, desires, expectations and competition are increasing, technology is changing, methods of producing goods and services are changing, business is getting diversify, market is increasing, competitors are increasing so it is becoming very difficult for every organization to survive in this competitive scenario. In order to get maximum profit through customer satisfaction it is required to provide quality training programs to their employees.

The foremost question that arises is “when do we provide training?” and it includes number of situations like new products, new tools and equipment, new methods of doing jobs, new policies and procedures, job performance problems etc. we believe that training in work organizations produces clear benefits for individuals and teams, organizations, and society. We believe that quality training programs contribute to the enhancement of knowledge, skills and abilities of employees and achieve effective employee performance which is beneficial for organization as well as society in general. Thus, in this study we first describe what is training and development, definition of competency, purpose of training, importance of training, then we discuss what are the different approaches of training, we discuss what is the meaning of new paradigm of training and development, reasons for new paradigm of training and development, advantages, major findings, conclusion and recommendations.

Training is a learning process that involves the acquisition of knowledge, sharpening of skills, changing of attitude and perception to enhance the performance of employees. Training is the important subsystem of human resource development. Training is a specialized function and is one of the fundamental operative functions for known resource management.

Training is a short-term process utilizing a systematic and organized procedure by which non-managerial personnel acquire technical knowledge and skills for a definite purpose. It refers to instruction is technical and mechanical operations, like operation of some machine. It is designed primarily for non-managers, it is for a short duration and it is for a specific job-related purpose.

**According to Dale. S. Beach,** “Training is the organized procedure by which people learn knowledge and for skill for a definite purpose. **According to Planting, Cord and Efferson,** “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.” **According to Edwin B. Flippo**, “Training is the organized procedure by which learn knowledge and skill of an employee for doing a particular job.”

**Development:** Development refers to activities leading to the acquisition of new knowledge or skills for purpose of personal growth. Development is a systematic effort affecting individuals’ knowledge, skills and attitude for purposes of personal growth or future jobs.

**Competency:** A competency is a cluster of related knowledge, skills, and attitudes that affects a major part of one’s job that correlates with performance on the job that can be measured against well-accepted standards that can be improved via training and development.(as cited by Lucia and Upsinger,1999 p.s

## II. PURPOSE OF TRAINING

1. Training is provided to the employees to meet the present and future requirements of the job and the organization.
2. Training is provided to enhance the KSA (knowledge, skills and abilities) of employees they need for an intelligent and effective performance of doing a job.
3. Training prepare employees for difficult and higher level tasks.
4. Training is responsible for effective performance of employees by exposing them to the modern techniques, information regarding competition, market etc. and improve their KSA they need in their particular fields.
5. Training ensures right quantity of right quality product at right time.
6. Training promotes morale of employees, a sense of responsibility, cooperative attitudes and healthy relationships.

## III. IMPORTANCE OF TRAINING AND DEVELOPMENT

- **Optimum Utilization of Human Resources** – Training and Development helps in optimizing the utilization of human resource that further helps the employee to achieve the organizational goals as well as their individual goals.
- **Development of Human Resources** – Training and Development helps to provide an opportunity and broad structure for the development of human resources’ technical and behavioral skills in an organization. It also helps the employees in attaining personal growth.
- **Development of skills of employees** – Training and Development helps in increasing the job knowledge and skills of employees at each level. It helps to expand the horizons of human intellect and an overall personality of the employees.
- **Productivity** – Training and Development helps in increasing the productivity of the employees that helps the organization further to achieve its long-term goal.
- **Team spirit** – Training and Development helps in inculcating the sense of team work, team spirit, and inter-team collaborations. It helps in inculcating the zeal to learn within the employees.
- **Organization Climate** – Training and Development helps in building a good organizational climate by molding the knowledge, skills, abilities, behavior and perception of employees about the company.
- **Quality** – Producing the right quantity of product at the right time is not sufficient but quality of products should also be ensured which is possible by proper Training and Development program
- **Healthy work environment** – Training and Development helps in creating the healthy working environment and further leads to achieve the objectives of organization and individual employees.
- **Health and Safety** – Training and Development helps in improving the health and safety of the organization thus preventing obsolescence.
- **Morale** – Training and Development helps in improving the morale of the work force.
- **Reputation and goodwill** – Training and development helps in increasing the reputation and goodwill of an organization.
- **Profitability** – Training and Development increases productivity and profitability of a company.

Training and Development aids in organizational development i.e. Organization gets more effective decision making and problem solving. It helps in understanding and carrying out organizational policies.

#### **IV. APPROACHES TO TRAINING AND DEVELOPMENT**

**Traditional approach:** Most of the organizations were holding the traditional view that managers are born and not made. There were also some views that training is a very costly affair and time consuming process. Organizations used to believe that it is an expense not an investment.

**Modern approach:** In the modern approach, organizations have realized the importance of corporate training and learning but according to the cut throat competition, e-learning has given more importance than Training because new set of knowledge, skills and abilities and competencies are developed through e-learning. It enables learner to learn anywhere, anytime and just in time. It is now considered as most important tool for retaining employees in the organization. The training system in Indian Industry has been changed to create a smarter workforce and achieve the best results.

Training Needs Arise because of following reasons:

- 1) **To match the employee's specifications with the job requirements and organizational needs-** Training is needed to fill the gap between employee's present specifications and the job requirements and organizational needs by developing and molding the employee's skill knowledge, attitude, behavior, etc.
- 2) **Organizational viability and the transformation process-** For the effective and smooth functioning of the organization it is necessary for the organization to train the employees to impart specific skills and knowledge. In addition, training provides continuity to the organization process and development.
- 3) **Technological advances-** The organization should train the employees to enrich them in the areas of changing technical skills (i.e., automation, mechanization and computerization) and knowledge from time to time.
- 4) **Organizational complexity-** Complex organizational situation, which emerge due to the increased mechanization and automation and other related factors calls for training in the skills of co-ordination, integration and adaptability to the requirements of growth, diversification and expansion.
- 5) **Human relations-** Training in human relations is necessary deal with human problems (including alienation, inter-personal and inter-group conflicts, etc) and to maintain human relations.
- 6) **Change in the job assignment-** Training is necessary when the existing employee is promoted to the higher level in the organization and when there is some new job or occupation due to transfer. Training is also necessary to equip the old employees with the advanced discipline techniques or technology.

#### **V. LITERATURE REVIEW**

**(Vivek Sharma and Jeet Dogra et.al) 2012** the present age is driven by digital technology and whole globe come under the influence of internet and World Wide Web. The internet equipped both the education seeker as well as education provider and laid them together under the virtual classroom is already popularized across the globe. Therefore in the modern ea, the role of online technology in providing the education is vital and with its flexible nature the online educational technology has gained popularity. The online education is now more accessible to the less privileged groups in comparison to the centralized classroom education system. Several management degrees and diplomas programs are offered online and even the response rate is also encouraging for the providers of them online degrees. In this study, present scenario, of the contribution of internet and online mediums in the management education are explored. Then the study also try to understand the gap between traditional or classroom management educational system and the online deliverance of management education. The e-education system, its contribution in revolutionizing the online management education and the new paradigms of e-learning and e-education are studied.

**(1Henry Ongori, 2Jennifer Chishamiso Nzonzo et.al) 2011** Training and development of employees is critical in organizations in this era of competition due to the fact that Organizations need to survive, grow and develop. Consequentially, training and development has become an issue of Strategic importance. Although many scholars have conducted research on training and development practices in organizations in both developing and developed economies, it is worth mentioning that most of the research has concentrated on the benefits of

training in general. There is however, limited focus on evaluation of training and Development practices in organizations and yet, training and development of employees is critical for the survival and growth of any entity. To fill this gap, this study critically examines in detail the benefits, approaches and evaluation techniques applied in training and development of employees in an organization.

**(M.S. Pallavi P. Kulkarni et.al)** In this competitive world, training plays an important role in the competent and challenging format of business. Training is the nerve that suffices the need of fluent and smooth functioning of work which helps in enhancing the quality of work life of employees and organizational development too. Development is a process that leads to qualitative as well as quantitative advancements in the organization, especially at the managerial level, it is less considers with physical skills and is more concern with knowledge, values, attitudes and behavior in addition to specific skills. Hence, development can be said as a continuous process whereas training has specific areas and objectives. So, every organization needs study the role, importance and advantage of training and its positive impact on development for the growth of the organization. Quality of work life is a process in which the organization recognizes their responsibility for excellence of organizational performance as well as employee skills. Training implies constructive development in such organizational motives for optimum enhancement of quality of work life of the employees. These types of training and development programs help in improving the employee behavior and attitude towards the job and also uplift their morale. Thus, employee training and programs are important aspects which are needed to be studied and focused on. This paper focuses and analyses the literature findings on importance of training and development and its relation with the employee's quality of work life.

In a competitive scenario, it is recognized that training and development play a vital role in improving the knowledge, skills abilities, attitudes, perception, and behavior of employees. It also improves the quantity and quality of products and services of an organization. After acquiring the required KSA employees become the primary source<sup>4</sup> of information, ideas and innovations that will give the organization the competitive edge over its competitors. There are very important questions which need to be answer in order to remain in the market keeping in view the current competitive environment. Is the traditional method of training and development still relevant in the dynamic business environment? **What makes a paradigm shift from investment in training to investment in human capital?** There are number of reasons which are responsible for this paradigm shift which are as follow:

**Global competition:** As the population is increasing competition is also increasing and forcing the organization to reduce the cycle of producing product and time to market. Due to cut-throat competition, customer is getting number of options to make purchasing decisions. It is becoming very difficult for organizations to capture the market. In order to retain in the market, it is required to go for modern techniques of training and development which help employees in dealing with customer, convincing them to purchase their products how to establish cordial relations with customers how to communicate about product feature and qualities to customers.

**Technology:** The increasing use of internet and web tools has changed ways the training program designed, delivered and distribution of knowledge. Technology makes the information and learning available to employees on a 24/7 basis. Technology makes it possible that learning takes place anywhere, anytime and just in time rather than traditional acquire-practice-transfer model.

**Cost-cutting and retrenchment:** There are ups and downs in business cycle which force the organization to cut-cost and retrench employees who do not have required knowledge, skills and abilities to meet the present as well as the future job expectations. In competitive environment, organization believe that creating and sharing knowledge is far more effective than providing training programs in meeting this challenge.

## VI. THE NEW PARADIGME OF ORGANISATIONAL TRAINING AND DEVELOPMENT

### E- Learning

**Training:** Training is a short-term process utilizing a systematic and organized procedure by which non-managerial personnel acquire technical knowledge and skills for a definite purpose.

**E-learning:** Online training is defined as computer based training, online learning, eLearning, mLearning, distance learning, self-paced learning, asynchronous training, and the list goes on. E-learning enables learner to learn anywhere, any time and just in time. In the new paradigm of training and development, e-learning has

given more importance than traditional training methods, as the new set of KSA and competencies are developed through e-learning. It allows employee to experiment and create a domain of knowledge which helps in creating new products new services, new methods of producing products and services, new system, new technology etc. E-learning provides information through videos, slideshows word documents, PDFs, conducting webinars and communicating with faculties through chat and message. E-learning is faster, cheaper and potentially better.

#### **Trainee Requirements**

- Access to a computer
- Connection to the Internet
- Basic knowledge of computers

### **VII. BENEFITS OF USING AN ONLINE TRAINING SYSTEM**

- **Cost effective:** E-learning helps in reducing the cost regarding the travel, venue hire and catering costs that are associated with classroom-based training sessions, while subsequently increasing employee productivity.
- **Improved performance:** A 12-year meta-analysis of research by the U.S. Department of Education published in June 2009, found that higher education students in online learning generally performed better than those in face-to-face courses.
- **Convenience and flexibility to learners:** E-learning is quite convenience and flexible to learners as the courses are available to learners for completion at a time that's convenient for them, 24×7.
- **Increased access:** E- learning opens up opportunities for employees as well as students who may not previously have been able to access these resources and instructors due to geographical, physical, political or economic constraints.

### **VIII. MAJOR FINDINGS**

- It helps in reducing cost.
- It helps in controlling employee turnover rates.
- It helps in developing the knowledge, skills, abilities and competencies of employees.
- It helps in the availability of right quantity of right quality product at the right time.
- Learners can learn anywhere, anytime and just-in-time.
- It facilitates the continuous learning.
- Retention of knowledgeable, skilled, and talented employees in a company.
- Morale of employees increases.
- Increases sale.
- It helps in increasing the productivity and profitability of a company.

### **IX. CONCLUSION**

Training and development has a positive effect in improving the knowledge, skills and abilities of employees. It helps in developing the competency based learning interventions. Through this study we have reviewed advantages. We have also discussed about traditional and modern approach in this study. As the competition is increasing, companies have realized the importance of new paradigm of training and development for employees and organization. We have also discussed the reasons which are global competition, change in technology, cost-cutting and retrenchment responsible for this paradigm shift from investment in training to investment in developing the new set of KSAs and competencies of employees. New paradigm of training and development is concerned with e-learning which is a computer based information tool. Learner can learn from e-learning anywhere, anytime and just-in-time. In brief we can conclude that e-learning is faster, cheaper and potentially better. It helps in increasing employee retention, fewer employee complaints, increased employee morale, reduced waste, increased production, high quality rating and customer satisfaction. If new paradigm of training and development is improving the KSAs and competencies of employees then it increases the overall organizational performance which in turn helps in increasing the productivity and profitability of an organization.

## **X. RECOMMENDATIONS**

In the light of this study and all the materials which are being used to conduct this study and all the literature review we came to the decision that there should be new paradigm of training and development in every organization. I would like to recommend that there should be the development of new set of KSAs and competencies to meet the present and future job expectations in such a competitive scenario. Recommendations for trainee include:

- Trainee should have a computer system and comfortable in using the computer system because if they lack computer knowledge, it can demotivate them.
- Trainee should ensure the proper internet connection because it can disturb the e-learning.
- Trainee should take interest and actively participate in the online training.

At the end, I would like to recommend that every organization should go for new paradigm of training and development in such a competitive scenario. In order to cater to the needs of customers' online training is best because it is faster, cheaper and cost effective and it helps in producing the right quantity of right quality product at right time. Benefits are not only restricted to employees but it increases the overall productivity and profitability of the organization. One more thing that I would like to recommend that those companies which provide online training to employees should design online training and development program effectively.

## **REFERENCES**

- [1] Aswathappa K- human resource and personnel management (Tata Mcgraw Hill, 5<sup>th</sup> edition)
- [2] Rao VSP- human resource management Text and cases (excel books, 2<sup>nd</sup> edition)
- [3] Bernardi-human resource management (Tata Mcgraw Hill, 4<sup>th</sup> edition)
- [4] <http://www.osha.gov>
- [5] <http://www.optimumsourcing.com>
- [6] <http://www.mindtools.com>
- [7] <http://www.blackboard.com>
- [8] <http://www.efrontlearning.net>
- [9] <http://www.talent.com>
- [10] Global Journal of management and business research (impact of training and development on organizational performance) by Raja Abdul Ghafoor Khan, Furqan Ahmed Khan, Dr.Muhammad Aslam Khan
- [11] Benefits of training and development for individuals and teams, organizations and society. By Herman Aguinis and Kurt Kraiger