



International Journal of Multidisciplinary Research and Growth Evaluation.

Role of training and development in an organizational development

Dr. Hamid Pervez Ansari

Assistant Professor, Department of Political Science, Shri Vishwanath P.G College Kalan, Sultanpur, Uttar Pradesh, India

* Corresponding Author: **Dr. Hamid Pervez Ansari**

Article Info

ISSN (online): 2582-7138

Volume: 04

Issue: 04

July-August 2023

Received: 29-06-2023

Accepted: 23-07-2023

Page No: 959-961

Abstract

Training and development is the field of organizational activity concerned with improving the performance of individuals and groups in a corporate setting. It is a combined role called human resources development (HRD), which refers to developing "Human" resources to remain competitive in the marketplace. Training focuses on actions that employees may perform today to prepare them for their current positions, whereas development focuses on preparing employees for future roles and responsibilities. It conducts an analysis that the goal of training and development is to create learning organizations that ensure that employees can effectively perform their jobs, gain a competitive advantage, and seek self-growth through value addition. This measurable performance resulting from good training and development shall enhance organizational development. It is a method of passing on information and knowledge to employers. It prepares employers to put such information and knowledge into action to improve organizational performance and productivity, as well as the quality of human resource management. It should be considered alongside education policies and systems critical to human resource development.

Keywords: Training and development, goals, role in achieving organizational performance

1. Introduction

Traditional 'training' is required to cover fundamental job-related skills, techniques, and knowledge, most of which take a positive, progressive approach to formal training. The training and development guide primarily concerns what is suitable for people rather than what is profitable for organizations. The reason for this is that what is ideal for people is suitable for the organizations in which they work. What is suitable for people's development is good for organizational performance, quality, customer satisfaction, effective management and control, and thus profits. From this perspective, organizations that approach training and development often produce people who perform well, progress, and, most importantly, remain around long enough to become great at what they do and help others become great. Training is a widely used term; it usually 'belongs' to the trainer or the organization; it should be about the entire person's development rather than merely transmitting skills, as is the traditional understanding of workplace training. Being realistic, corporate attitudes and expectations about what 'training' and cannot be changed overnight, and most organizations see 'training' as being limited to work skills, classrooms, and PowerPoint presentations-However when you start to imagine, think, and talk about progressive attitudes to developing people beyond and traditional skills training. The objectivity of training and development, as well as its ongoing learning process, has always been leveraged with an organization, and it has now become more of an overarching trend of societal demands, emphasizing that organizations must instil learning culture as a social obligation. Many previous types of research have also demonstrated solid links between various training and development practices and multiple indicators of organizational performance.

2. Literature Review

2.1. Training and Development

"Organization development" (OD), described by Richard Beckhard, is a planned, top-down, organization-wide Endeavour to strengthen the organization's effectiveness and health.

OD is attained through interventions in the organization's "Processes" that employ behavioural science understanding. According to Warren Bennis, organizational development (OD) is a complex technique to modify organizations' beliefs, attitudes, values, and structure to better adapt to new technologies, markets, and difficulties. Warner Burke emphasizes that organizational development is more than "anything is done to improve an organization." It is a specific change process meant to achieve a particular result. Organizational development entails organizational reflection, system improvements, planning, and self-analysis.

2.2. Training and development and its process

Training and development are critical to the growth and success of our firm because they ensure that our personnel have the necessary skills, knowledge, and abilities to fulfil their assigned jobs. We provide that our employees have the right skills for our business by selecting the proper type of training, and the same need to be regularly updated in the follow-up of the best and new HR practices. To meet current and future business demands, the training and development process has taken on a strategic role, and few studies, such as those by Stavros *et al.* (2004) and Apospori, Nikandrou, Brewster, and Papalexandris (2008), have gained prominence in this regard because they highlight Training and Development practices in cross-national contexts. Apospori *et al.* (2008) concluded that training significantly impacts organizational performance. Cunha, Morgado, and Brewster (2003) were the only ones who could not determine the impact of exercise on organizational performance and proposed that another study on this relationship be conducted.

3. Hypothesis of the Training and Development in an Organizational Development

- It increases government services' productivity, effectiveness, and efficiency by developing and better utilizing personnel talents, abilities, and potential.
- It assists employees in developing their knowledge, skills, and talents to be better suited to perform the obligations of their current occupations and rise to more responsible positions.
- Training and development promote the development of managers and supervisors capable of organizing and building effective management systems to achieve the goals and objectives of each State agency.
- Alleviate labour market shortages and reduce personnel turnover.
- Employees were better prepared to deal with the government's rising social, scientific, and economic concerns by utilizing professional and vocational knowledge and technology improvements.

4. Importance of training and development in an organizational development

Training and career development are vital in any company or organization that aims to progress. This includes decision-making, thinking creatively and managing people. Training and development are so important because-

- Help in addressing employee weaknesses
- Improvement in worker performance
- Consistency in duty performance
- Ensuring worker satisfaction
- Increased productivity
- Improved quality of service and products

- Reduced cost.
- Reduction in supervision.

5. Objectives of the study training and development

The Major objective of the study is to analyze the role of training and development in an organization's development. The following is the specific objective of the study.

- Training and development help in optimizing the utilization of human resources.
- Training and development help in increasing the productivity of the employees.
- Training and development help in creating a better corporate image.
- Training and development help in inculcating a sense of teamwork, team spirit, and inter-team collaborations.
- Training and development help improve the organization's health and safety, thus preventing obsolescence.

6. Approaches to training and development

6.1. Reactive Approach

The traditional training methods can be characterized as reactionary, driven by the tactical delivery of technical skills in physical training environments like classrooms and buildings, where training is viewed as an activity responding to an occurrence.

6.2. Proactive Approach

This strategy focuses on establishing capabilities in the learning organization by coordinating all learning activities with the corporate business plan.

6.3. Active learning approach

Under the direction of their facilitator, trainees explore issues and situational situations to take the initiative in their learning. The trainees gain knowledge by posing challenging questions, looking for solutions, and analyzing various observations made along the process.

The active learning strategy has a long-term impact on learning since it aids in long-term retention and finding better answers under challenging situations. Continuous learning is critical to success in today's fast-paced world. Individuals must know to prosper in both life and job. Companies must ensure their personnel continue learning to keep up with rising job demands and obtain or preserve a competitive advantage.

7. Discussion

7.1 Training and Development

(i) Identification of training and development needs

Managers are expected to review training and development needs with each employee at least once a year as part of the Performance Review and Planning process. Regardless of whether they are new to the organization, newly appointed workers' training and development requirements should be considered within four weeks of their taking up the post.

(ii) Internal training and development sessions

The Training and Development Unit organizes employee training at all campus locations and can arrange for specific programmes to fit the needs of a department, section group of departments, or occupational group. Computing Services also manages an ongoing course plan for staff, and other organizational sections and departments provide training

sessions for staff as needed.

(iii) External Training and Development

Staff funded by the organization attending external courses. On occasion, the organization may opt to send staff to specific external systems. Depending on the nature of the course and the time constraints, the Director of Training and Development may seek nominations from relevant managers. The Nominations subcommittee of the Training and Development Advisory Committee will decide on representation based on the criteria mentioned below. The centralized training budget will cover fees (and, if applicable, approved travel and lodging). The nominated department or unit is responsible for any extra incidental charges. Staff sponsored by this budget are usually expected to give a brief report to the Director, TDU, and, if appropriate, share their expertise and abilities with a larger audience, such as through seminars or workshops.

7.2. Training and development its role in achieving organization

Is investment in training and development tied to the company's bottom line? High-performing organizations increasingly recognize the importance of using optimal training and development practices to boost their competitive advantage. Training and development are critical components of any business if the value and potential of its people are to be realized. Many studies have found clear linkages between well-designed and strategic training and development activities and business bottom lines. The extent and quality of staff training and development also impact the reputation of a sector and individual businesses. Potential employees in such an open labour market will evaluate prospective businesses' track records in this critical sector. Career advancement and growth are becoming increasingly appealing, if not a need, for many such employees. Companies face tough internal and external competition for excellent people in today's business climate, where all industries are experiencing labour and talent shortages. Every employer investing substantially in training and development reaps the benefits of a more enriching working environment, higher staff retention, and increased productivity and performance.

7.3. Training and Development Goals in an organizational development

The types of training and development goals selected will be determined by the personal and organizational objectives identified throughout the strategic planning process and the agreed-upon appraisal technique. In any case, the goals must consider the following as a minimum.

- The mission
- The Values
- The strategic objectives of the college
- Equal Opportunities Policy
- Requirements for core competencies
- Continuing personal and professional development
- Requirements for a professional and vocational qualification in further education
- Requirements for professional, vocational and workplace updating
- Requirements for organizational change

8. Training and development analysis and findings

According to the Training and Development research findings, HR's duty is to create and implement a high-level roadmap for strategic training and development. Training and development strategic positioning directly promote organizational business goals and objectives, improving performance. The survey results are discussed in the following manner:

1. Organizations must focus on continual learning and job training
2. Line managers should be involved in TNA and policy decisions for training
3. Good training must provide opportunities to learn and grow
4. Employee Performance is augmented through competitive advantage

9. Conclusion

Many companies in India, other than multinationals, must meet employee training and development demands. As a result, the gaps between required and attained skills have grown so large that the inter-relationships between training and performance are severely disrupted. There still needs to be a significant gap between the information and abilities delivered and acquired in institutions and their applications in industrial settings. Companies increasingly believe there should be a close link between such institutions and the industry to make employee development programmes more purpose-oriented. There are training schools that provide customized and off-the-shelf programs depending on their client's business operations, but there is still considerable room for Improvement. As a result, training and development cannot be separated from an organization's business activities; on the contrary, this area demonstrates beneficial links between training activities and organizational performance. It is widely acknowledged that a practical training and development policy can be a critical factor in eliminating job inequities based on race, gender, and disability. Organizations are recommended to design a training and development strategy to empower all employees to perform their duties to the highest standards and provide high-quality services to customers. Training and development are broadly described in these recommendations as activities that enhance the standards of employee practice and, as a result, the quality of employees' and customers' learning and organizational experiences.

10. References

1. Graham K, Tierney J. Improving teacher education through human resource development at ITEK. Midterm Review for Nuffield Foundation; c2003.
2. Haigh N. Staff development: an enabling role. In: Latchem C, Lockwood F, editors. Staff Development: A Review of the Current State. 1998:182-192.
3. Lentell H. Professional development. Open Praxis. 1994;1:29-30.
4. Poole M, Jenkins G. Competitiveness and Human Resource Management Policies. Journal of General Management. 1996;22(2):1-19.
5. Landale A. Gower Handbook of Training and Development. Gower Publishing Ltd; c1999.
6. Montana PJ, Charnov BH. Training and Development. Barrons Educational Series, 2000:225.