

Training Strategy for Competitive Edge

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Abstract : The theme of this research paper is to enlighten the role played by the training on the development of performance of the staff at all levels in the organizational context. An attempt is made to carry out the systematic open survey by the administration of the structured questionnaire on the intellectual respondents. The findings have resulted in positive impact of training on the development of performance of individuals, teams, and departments and on the whole the entire organization. The data has been analyzed and computed and the suggestions have been stated. The overall conclusion is that the training function plays significant contribution which finally results on the development of the Overall Productivity.

Key words: Training, Development, Performance & Productivity.

The theme of this research paper is to enlighten the role played by the training on the development of human resources. The training is a short term process utilizing a systematic organized procedure by which the non managerial personnel learn technical knowledge and skills for a definite purpose, where as the development is a long term educational process utilizing a systematic and organized procedure by which managerial personnel learn conceptual and theoretical knowledge for general purpose. The training function should be given a separate identity on par with the other functions like operations, engineering, materials management / logistics, marketing, finance, information technology etc. The subject training should be given serious thought and should not be overlooked. The subject training is now an important topical interest in as much as the policy makers has recognized the importance of Human Resources Development and created separate ministry. The policy makers also made essential requirement on the part of officials of their concerned activity to induct training sessions periodically to refresh and update their knowledge, keep abreast of the latest developments and improve their competency to handle the challenging problems encountered in the day to day administration. The present is the age of specialists' and

not generalists. The Union Ministry of Administrative Reforms and Personnel is making an effort position the best possible to train the country's administrators and provide necessary incentives to the instructors with judicious blend of administrators and academicians. The policy makers are also making arrangements from time to time for skill enhancement. Now a days it is felt the need to set up separate training department irrespective of size for every concern lie manufacturing, service oriented and semi manufacturing organizations, educational institutions, research and development, autonomous bodies, private public and joint sectors etc. The technology is the major external pressure of change and the rate of change is greater today than any other time in the past especially the service sector like airlines, banking sector, insurance sector etc., because there is direct customer relation interaction is more.

The service sector always tries to maintain the healthy relations with its clientele. It is possible to replace the defective product but it is very difficult to retain the consumer loyalty once it is lost. It is wise to invest some part of total budget for training purpose so that the future gains would be substantial. The recognition of the fact that the development is a human problem which provides the foundation for the strategy the organization should adopt to pay the due attention to the values of the organization in relation to the employees working there. The creativity presumes that the man has endless potential for improvement to enhance the performance, present and future. The importance of human factor may be prescribed in the fact that all other resources depreciates every year in values where as the human factor appreciates in value acquiring greater knowledge, experience and efficiency, and therefore embodies an inherent element of dynamics and development potential. The identification of training needs differs from organization to the organization. It depends upon the size, nature of activity and financial position of the organization, form of organization like sole proprietorship, partnership, company form, public / private

etc. Thus every organization depending upon requirements constitute separate budget / fund to impart training to the employees at various levels.

It is justified to state that the increasing importance of human resource as strategic resource for competitive edge. Once a raw candidate with or without relevant and related experience is inducted into the organization, the concerned officials after fulfilling the joining formalities would be sent to the concerned functional department. The training objectives are goal objectives and task objectives. The goal objectives are set by the superiors at various levels which provide the direction to implement and the directly working are the enabling objectives and task objectives. The purpose of training is to improve the present performance, to overcome the deficiency, if any and to reach the stage as per the expectations of the desired performance. The performance objectives are set up with a view to do with an individual's performance such as meeting the efficiency standards fixed at departmental level. The departmental head after preliminary assessment provides orientation for few days and depending upon the requirement, the raw candidates would be sent for training normally within the organization and in case internal facilities are not available, the departmental head recommends for external training. The decision depends upon the head of the department. In case of technical functions like engineering etc., where high precision of quality is required, the concerned staff would be sent or training on need basis to gain the desired proficiency. The organization will never compromise on these issues. The training requirements have to be assessed for staff at all levels which depends upon the job analysis and its constituent parts like job description and job specification.

The all employees may not be able to learn and acquire the competencies at equal pace due to variations in understanding levels, intelligence, and climate, cultural and demographic variations. It is necessary to differentiate between the fast, average and slow learners and the superiors may impart training at periodic intervals by adopting various methods like computer based / online / extra classes etc. In case of mandatory requirements, the tests are required to be conducted by the duly appointed examiners. The trainees are required to qualify as per the standards fixed by the mandatory officials. The poor performers will be sent for training again and appear for mandatory examinations. A part from these, all the employees will be sent for refresher courses from time to time. It is also felt that the training need arises due to changes in the internal environment and external environment. The organization has to examine the overall environmental scan to meet the competitive edge. The

internal functional policies have to be modified from time to time keeping in view of the global scenario. The training thus has to be imparted not only to improve the present performance but also to cope up with the changes in the competitive scenario.

The systematic training contribute for the development of problem solving skills, develops positive behavioral attitude, fosters for self growth and development, provides senses of accomplishment and achievement, develop self confidence, eliminates fear and resistance to handle new tasks, creates morale and improves in quality of work. It also develops team spirit, improves communication and interactive skills, creates healthy organizational climate, and develops personal relations among the staff at various levels. The learning of each individual employee and in turn all the employees lead to the organizational learning which finally results in the overall enhancement of the productivity. The benefits of training are intangible and investing in training benefits the employees and also the organizations.

Methodology: The basic objective of the study is to assess the role of training on the development of human resources to meet the competitive edge. The other objective is to examine the perceptions, attitudes of the respondents in relation to the importance of the training function. The number of intellectual respondents identified for the purpose of the study is hundred (100). The data was collected from the administration of the structured instrument on the sampled subjects. The statistical techniques applied are the simple per centages. The collected raw data was computed and inferences are drawn. The concluding part consists of findings, discussion and suggestions.

Literature Survey: The related literature has been reviewed related to the content of the present article. Afsheen Majeed, Sidra Shakeel,(2017) observed that the training is imparted to increase the skills and knowledge of the employees for the specific purpose and task. The information has been collected from the prestigious national and international journals etc. Feza Tabassum Azmi, (2003) opined that a major transformation has taken place in the corporate world through focus on organizational strategies and organizational learning. Gaurav Marya (2012) stated that for a service business, the approaches of differentiation and consistency in service are the key ingredients of success. Sorab Sadri, (2010), observed that the term e – learning comprises a lot more than online learning, virtual learning, distributed learning, networked or web based training. Daniel Burrus, (2014), felt that the exponential changes driven by processing

power, storage and bandwidth impacts the organizations to train the workforce to accelerate the transformation process.

Data Analysis: The structured questionnaire was administrated on 100 intellectual subjects. The raw data collected has been edited and computed. The analysis has been carried out to assess the perceptions, attitudes of the respondents on the identified content factors. It is observed that the overall response pattern of the respondents is very positive.

SL No.	Questionnaire	Response %
01.	Training facilitates for learning	95
02.	Training results in for the development of present performance	96
03.	Training differentiates the best performers, average performers, slow performers and deadwoods	86
04.	Training is one of the best intervention factor for development	79
05.	Training not costs the organization; it is the investment on human capital	95
06.	Training should be imparted on need based otherwise the utility is not up to mark	92
07.	Training reduces the gap between the actual performance and desired performance	86
08.	Training facilitates to identify and tap the inner potential of the employees	92
09.	The management philosophy towards training is positive	95
10.	Training is very useful to measure the performance of the employees	96
11.	The updated training technology equips the employees to shoulder more	98

	responsibilities	
12.	The training function enables the organization to cope up with the changes	92
13.	Organization is having the best training facilities / training climate / qualified instructors	96
14.	Organization provides the opportunities to all the staff to participate in training	92
15.	The learned trainee is able to transfer the learned skills, knowledge at actual job spots	96
16.	The actual performance of the trained staff is measured by the organization by various methods	92
17.	Training is continuous process e.g., refresher courses, new courses, mandatory assessments etc	90
18.	The training methods, both On-Job and Off Job are effective	92
19.	Training is heart fully accepted by the trainees when offered by the management	88
20.	Training contributes for enhancement of the overall productivity of the organization.	98

Discussion: The subject experts / professionals / academicians and intellectual respondents have expressed that the training is vital for the successful performance of any individual, team, and department, and on the whole the entire organization. They opined that the philosophy of top level management should be positive towards training function and sufficient budget has to be allocated for training department.

Conclusion: The concluding part has stated certain observations and suggestions based upon the overall consistency are incorporated.

The amount spent on training should be viewed as investment on human capital and the returns in the long run

are substantial. The opportunities to participate in training sessions should be provided to all the staff members at various levels. The latest training technology should be installed. The trainees should have access at time to learn. The latest training manuals should be made available. The online / computer based training facilities should be made available for an easy reference and access. The important aspect is the measurement of training should be systematic. It has to be ensured that to what extent the trainees are able to transfer their learned skills at actual job spots. The best performers should be provided certain incentives. Thus the success of any organization depends on the training and it should be a core function, and it has still to acquire the professional status.

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