Training and Development: A Prominent Determinant for Improving HR Productivity

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Abstract. "There is nothing training cannot do; nothing is above its reach; it can turn bad morals to good, it can destroy bad principles and create good ones, it can lift men to angel-ship" - Mark Twain. "Tell me and I forget, teach me and I remember, involve me and I learn" - Benjamin Franklin. An organization is as good as its employees. Human capital is increasingly regarded as one of the major drivers of productivity, economic growth and competitive advantage. As a demand-driven approach to human resource and skills development, the Training and development builds and strengthens relationships with and among workplace partners and better engage employers, unions to respond to the challenges of workplace skills development. Recognizing the importance of human capital, the training manpower sets out to generate: a skilled, adaptable, motivated and resilient workforce; a flexible, efficient labor market; a responsive strategy to meet employers' needs for skilled workers; and a learned employee can retain customers and increase business & market share through proper behavior and good public relations. In order for an organization to produce professional career minded employees an investment has to be made and that investment is the money spent on training and development of employees. An investment in education, training and development is a sure payoff. Training activities should be aligned with overall objectives of the organization with a meaningful emphasis on value addition to human resources. Research Methodology used while conducting this study includes questionnaires, market survey and personal interviews with HR Managers; Personnel Managers; and Training and Placement Officers. Lastly training and development plays a very important role in improving the productivity of human resources.

Keywords: Training, Development, Human Resources, Manpower, Organization, Productivity.

1. Introduction

Training and development is vital part of the human resource development. It is assuming ever important role in wake of the advancement of technology which has resulted in ever increasing competition, rise in customer's expectation of quality and service and a subsequent need to lower costs. It is also become more important globally in order to prepare workers for new jobs. In the current write up, we will focus more on the emerging need of training and development, its implications upon individuals and the employers. Noted management author Peter Drucker said that the fastest growing industry would be training and development as a result of replacement of industrial workers with knowledge workers. In United States, for example, according to one estimate technology is deskilling 75 % of the population. This is true for the developing nations and for those who are on the threshold of development. In Japan for example, with increasing number of women joining traditionally male jobs, training is required not only to impart necessary job skills but also for preparing them for the physically demanding jobs. They are trained in everything from sexual harassment policies to the necessary job skills. Human capital is increasingly regarded as one of the major drivers of productivity, economic growth and competitive advantage. Recognizing the importance of human capital, the training manpower sets out to generate: A skilled, adaptable, motivated and resilient workforce; A flexible, efficient labor market; A responsive strategy to meet employers needs for skilled workers; A learned employee can retain customers and increase business & market share thro' proper behavior and good public relations. As a demand-driven approach to human resource and skills development, the Training

builds and strengthens relationships with and among workplace partners and better engage employers, unions to respond to the challenges of workplace skills development.

2. What is Training

It is a learning process that involves the acquisition of knowledge, sharpening of skills, concepts, rules, or changing of attitudes and behaviors to enhance the **performance of employees**. Training is activity leading to skilled behavior. It's not what you want in life, but it's knowing how to reach it. It's not where you want to go, but it's knowing how to get there. It's not how high you want to rise, but it's knowing how to take off. It may not be quite the outcome you were aiming for, but it will be an outcome. It's not what you dream of doing, but it's having the knowledge to do it. It's not a set of goals, but it's more like a vision. 'It's not the goal you set, but it's what you need to achieve it. **Training** is about knowing where you stand (no matter how good or bad the current situation looks) at present, and where you will be after some point of time. Training is about the acquisition of knowledge, skills, and abilities (KSA) through professional development.

3. Need of the Study

Before we say that technology is responsible for increased need of training inputs to employees, it is important to understand that there are other factors too that contribute to the latter. Training is also necessary for the individual development and progress of the employee, which motivates him to work for a certain organization apart from just money. We also require training update employees of the market trends, the change in the employment policies and other things. The two biggest factors that contribute to the increased need to training and development in organizations are: **1st is Change:** The word change encapsulates almost everything. It is one of the biggest factors that contribute to the need of training and development. There is in fact a direct relationship between the two. Change leads to the need for training and development and training and development leads to individual and organizational change, and the cycle goes on and on. More specifically it is the technology that is driving the need; changing the way how businesses function, compete and deliver. **2nd is Development:** It is again one the strong reasons for training and development becoming all the more important. Money is not the sole motivator at work and this is especially very true for the 21st century. People who work with organizations seek more than just employment out of their work; they look at holistic development of self. Spirituality and self awareness for example are gaining momentum world over. People seek happiness at jobs which may not be possible unless an individual is aware of the self. At ford, for example, an individual can enroll himself / herself in a course on 'self awareness', which apparently seems inconsequential to ones performance at work but contributes to the spiritual well being of an individual which is all the more important. The critical question however remains the implications and the contribution of training and development to the bottom line of organizations performance.

4. Objectives of the Study

The main objectives of the study are: To explore the importance and benefits of Training and Development in improving HR productivity; To check the awareness and status of Training and Development among the professionals and various employees of various organizations in Punjab; To make the people aware about the role of Training and Development in an organization.

5. Research Methodology

The study was conducted through questionnaires, telephonic interactions and personal interviews. The study examines major aspects concerned with the issues and challenges of Human Resource Management (HRM). The data for study was collected from the human resource experts. This study is based on primary as well as secondary data. Specially framed questionnaires and interviews with Personnel Managers and Chief Executive Officers (CEOs) of well established organizations are to be used for survey purpose. Additionally, some support personnel (employees and faculty members of some well established institutes) are to be considered. Originality of this research paper lies in the real work done by conducting interviews and surveys in the real market

6. Empirical Study: Case Study of Cadbury: Ensuring Consistency through Innovative Global Training (Induction) Programme:

Cadbury is a leading global confectionery company with an outstanding portfolio of chocolate, gum and candy brands. It has the number one or number two position in over 20 of the world's 50 largest confectionery markets. Cadbury also has the largest and most broadly spread emerging markets business among all confectionary companies. With origins stretching back nearly 200 years, Cadbury's brands include many global, regional and local favourites, including Cadbury, Creme Egg, Flake and Green & Black's in chocolate; Trident, Clorets, Dentyne, Hollywood, Bubbaloo and Stimorol in gum; and Halls, Cadbury Eclairs and The Natural Confectionery Company in candy. With a diverse global workforce and an ongoing demand for induction, Cadbury faced a major challenge: *'How can we engage our new colleagues early so they understand what's great about Cadbury and feel part of our global organization?'* Cadbury knew that e-learning was an engaging and practical way to progress but with limited past experience and the need to move quickly, it wanted a partner who could develop a creative solution for a demanding audience.

6.1. Business Drivers for Global Induction Programme

Being part of a global organization, employees follow the Cadbury ethos and culture of working as one team across geographic and functional boundaries. With a diverse and evolving global workforce, Cadbury faced a key challenge: induction training was inconsistent in content, quality and timing. Having a standardized global induction programme would help leverage the passion colleagues and consumers have for the company and its brands, and ensure consistency in the induction process around the world. In addition, Cadbury wanted to improve line manager accountability and capability with regard to their people management responsibilities which this initiative could strongly support.

Cadbury identified the following key drivers:

Improve the quality of induction training by delivering a clear consistent message; Have something which is easy to use and maintain locally; Have the ability to link to other resources such as the intranet for more information on policies and processes; Be in an engaging format; Include a mechanism for tracking completion of the learning activity; Introduce all new hires to the performance management process (part of People Processes); People Manager Induction: Introduce newly hired and newly promoted managers to their role in people processes such as performance management and development planning at Cadbury.

6.2. The Global Induction Programme at Cadbury

The Global Induction Programme consists of four modules: 1st New Colleague Induction Module providing an introduction to Cadbury, its brands and organization structure and an explanation of its core values. 2nd Business Principles on how colleagues are expected to behave while conducting their day-to-day work. 3rd People Processes for all colleagues so they understand the people processes such as performance reviews and development planning. 4th People Management for line managers so they understand their role and what they need to be doing. A major consideration for Cadbury was that the e-learning had to be engaging, interesting and interactive with an element of fun.

6.3. Basic LMS with Element K's 'Knowledge Hub' at Cadbury

Once the decision to use e-learning for the Global Induction Programme had been taken Cadbury recognized that it would need the capability to manage, track and report on learning activities across the globe, hence the need for a basic LMS. The level of functionality was a key consideration, but for Cadbury the strength of the relationship and the increased understanding that NIIT were able to demonstrate of the Cadbury organization made the decision an easy one and Cadbury implemented Element K's 'Knowledge Hub' (KHub). While Cadbury currently has a basic LMS, the organization anticipates that the central LMS will be expanded with more functionality over time.

6.4. Five Key Lessons Learnt at Cadbury

The first thing Cadbury stressed as a key 'lesson learnt' was 'talk to IT' and make sure they are involved very early in the process. Don't assume the IT infrastructure will be ok. The second one is - Stakeholder management is also crucial. Third is - A realistic project plan with sufficient time for reviews and capturing responses, and perhaps going round the review process more than once! Fourth is - Allow the internal project team to review each stage of content before review meetings, thus ensuring that conference calls are much more productive. The calls worked best when written feedback from the team was collated before the call, meaning the project team call only needed to cover outstanding issues. Fifth is - Focus on embedding in the organization rather than just the initial launch. Cadbury wanted an e-learning solution that addressed its key requirements of being engaging, global and consistent. It's gone well but it's just the beginning of this e-

learning journey, and it will be fascinating to see how this evolves in the future. Cadbury knows that the characteristics of a great and growing relationship with NIIT are honesty, openness, trust and communication.

7. Survey Results

- 79% of the HR Managers were of the view that 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.
- 80% of the respondents opined that 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.
- Nearby 78% of the respondents were of the opinion that Training and Development helps in increasing the job knowledge and skills of employees at each level. 70% of the respondents were of the view that it helps to expand the horizons of human intellect and an overall personality of the employees.
- Only 60% of the respondents believed that Training and Development helps in increasing the productivity of the employees that helps the organization further to achieve its long-term goal.
- 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.
- Nearby 70% of the respondents agreed that Training and Development helps to develop and improve the organizational health culture and effectiveness. It helps in creating the learning culture within the organization.
- Only 58% of the respondents were of the opinion that Training and Development helps building the positive perception and feeling about the organization. The employees get these feelings from leaders, subordinates, and peers.
- Only 57% of the respondents were of the point that Training and Development helps in improving upon the quality of work and work-life.
- 60% of the respondents were of the opinion that Training and Development helps in creating the healthy working environment. It helps to build good employee, relationship so that individual goals aligns with organizational goal.
- 61% of the respondents agreed to the point that Training and Development helps in improving the health and safety of the organization thus preventing obsolescence.
- Only 55% of the respondents agreed to the point that Training and Development helps in improving the morale of the work force.
- Nearby 56% of the respondents responded in an effective manner that Training and Development helps in creating a better corporate image.
- Nearby 56% of the respondents responded in an effective manner that Training and Development leads to improved profitability and more positive attitudes towards profit orientation.
- Only 58% of the respondents agreed that 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
- Nearby 59% of the respondents responded that Training and Development helps in developing leadership skills, motivation, loyalty, better attitudes, and other aspects that successful workers and managers usually display.

8. Finding of the Study

Training and Development helps in Optimum Utilization of Human Resources; Development of Human Resources; Development of skills of employees; increases the Productivity of the employees that helps the organization further to achieve its long-term goal; inculcates Team spirit; helps to develop and improve the organizational health culture and effectiveness; helps building the positive perception and feeling about the organization; helps in improving upon the quality of work and work-life; helps in creating the healthy working environment; It helps to build good employee, relationship so that individual goals aligns with organizational goal; helps in improving the health and safety of the organization thus preventing obsolescence; helps in improving the morale of the work force; helps in creating a better corporate image; leads to improved profitability and more positive attitudes towards profit orientation; aids in organizational

development i.e. Organization gets more effective decision making and problem solving; helps in developing leadership skills, motivation, loyalty, better attitudes, and other aspects that successful workers and managers usually display. Training is often neglected due to Urgency of need; Training time; Costs; Employee turnover; Short-term worker; Diversity of worker; Kinds of jobs (simple-complex); and Not knowing exactly what you want your people to do and how.

9. Conclusions

Training is a learning process that involves the acquisition of knowledge, sharpening of skills, concepts, rules, or changing of attitudes and behaviors to enhance the performance of employees. Training and Development helps in Optimum Utilization of Human Resources; Development of Human Resources; Development of skills of employees; Productivity of the employees; helps building the positive perception; helps in improving upon the quality of work and work-life; healthy working environment; good employee, relationship; helps in improving the health and safety of the organization thus preventing obsolescence; helps in improving the morale of the work force; helps in creating a better corporate image; leads to improved profitability and more positive attitudes towards profit orientation; aids in organizational development; effective decision making and problem solving; developing leadership skills, motivation, loyalty, better attitudes, and other aspects. Training is often neglected due to Urgency of need; Training time; Costs; Employee turnover; Short-term worker; Diversity of worker; Kinds of jobs (simple-complex); and Not knowing exactly what you want your people to do and how.

10. Acknowledgements

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