



TRAINING AS A PART OF HUMAN RESOURCE AND MANAGEMENT

Prof. Vijay Narayanrao Dhumal

Dept. of History, Shri Shivaji Arts Commerce and Science College, Motala, Dist. Buldana.

Introduction:

Human resource management (HRM) is the term used to describe to email system devised for the management of people within an organization. The responsibilities of Human resource manager fall into three major areas staffing, employee compensation and benefits and defining or designing work.

Human resources are the vital asset of nation Human capabilities & behavior are the major factors in [the economic growth of the country. In the recent past many countries have noticed a change in GNP by implementing HRM policies of plans as the population growth. Human resource management of economic development are interrelated. If the population is educated & developed it can become best human capital which is in turn automatically make the physical capital more productive of thus help in National economic growth. Today investment in Human resource is wise step to obtain economic development.

• Concept of HRM

We often hear the term Human resource management, employee relations and personal management used in the popular press as well as by industry exports. What is HRM?

“Art and Science” of HRM is indeed complex Art of managing people by resource to creative & innovative approaches. It is science a well because of the precision & rigorous application of theory that is required.

• Detonation:

HRM is the process of managing people in organizations in a structured manner.

• HRM is a must to:

- Increase the competence of individual.
- Increase the dynamism of the group/team.
- Increase effectiveness in the organization.

- Develop organizational climate and work culture.
- Bring out industrial harmony.
- To prepare for future challenges.

• Philosophy of HRM:

- To value human being irrespective of their contribution to corporate productivity and profit.
- To trust in the potential of the employees.
- To respect the dignity of the employees.

• Some important concepts of Human resource management.

- Importance of HRM
- Scope of HRM
- Processes in HRM
- Human Resource Planning
- The HRM Function.
- HRM of development
- Role of HRM in people empowerment
- Talent management in HRM
- Performance management as HRM

• Various process in HRM:

Each organization works towards the realization of one vision. The same is achieved by formation of certain strategies & execution of the same which is done by the Human resources department. There are various process involved in Human resource. The following are the various HRM processes.

• Processes in HRM

- Performance management.
- Employee remuneration benefiter Administration.
- Employee Relations.
- Human Resource Planning.
 - Recruitment s
 - Performance
 - Selection
 - Introduction
 - Orientation
 - Evaluation

- Promotion
- Lay off

1. Performance Management:

It is meant to help the organization train, motivate & reward workers. It is also meant to ensure that the organizational goals are met with efficiency. The process not only includes the employees but can also be for department product, Service.

Now a days there is an automated performance management system that carries all the information of the employees and assess them accordingly on their training & development needs.

2. Employee Remuneration & Benefits Administration:

This process involves deciding upon salaries & wages. Incentives, Fringe, Benefits and perquisites etc. Money is the prime motivator in any job & therefore the importance of this process performing employees seek raiser, better salaries & bonuses.

3. Employee Relations:

Employee relation is a nuisance with organizations especially in industries that are hugely competitive in nature. Though there are myriad factors that motivate an individual to stick to an organization, but certainly few are under our control.

Employee relation includes lab our Law and relations, working environment, employee health & safety. Employee- Employee conflict management, Quality of work life, workers compensation, Employee wellness' and assistance programs, counseling for occupational stress. All these are critical to employee relation apart from the money which is only a hygiene factor.

4. Human Resource Planning:

It is the process of people forecasting. It also involves the following processes.

- a) Recruitment- It aims at attracting applications that match a certain job criteria.
- b) Selection: The next level of filtration aims at short listing candidates who are the nearest match in term qualifications, experience and potential for a certain job.
- c) Hirin: Deciding upon the final candidate who gets the job.
- d) Training and Development: Those processes that work on an employee onboard for his skills & abilities up gradation.

All process are integral to the survival & success of HR strategies & no single process can work in isolation

• Employee Training as an HRM mechanism:

Employee training is one of the fundamental operative functions of human resource management. After an employee is selected, place and introduced he or she must be provided with training facilities. Training is an act of increasing the knowledge and skill or an employee for doing a particular job. Training is short term educational process and utilizing a systematic and organized procedure by which employee learn technical knowledge and skills for a definite purpose. Dale S. Beach defines Training as "The organized procedure by which people gain knowledge and/or skills for a definite purpose."

In other words training improves, changes moulds the employees knowledge, skills behavior, aptitude towards the requirement of the job carried on for to the primary purpose of helping members of an organization to acquire and apply the knowledge, skills, abilities and attitudes needs by particular job and organization. Thus training bridges the different between job requirement and employees present specification.

Every organization big or small, productive or non-productive, economic or social, old or newly established should provide training to all employees irrespective of their qualification, skill, suitability for the job etc. Thus no organization can choose whether to train or not to train employees. Training is not something that is done once to new employees. It is used continuously in every well run established further technological changes, automation; require updating the skills and knowledge.

• Training Methods:

As a result in the field of training, a number of programmes are available. Some of these are new methods, while other are improvements over traditional methods. The training programmes commonly used to train operative and supervisory personnel are shown in the following figure.

Training Methods.

On the Job Method	off the Job Method
1. Job Rotation	1. Vestibule Training
2. Coaching	2. Role Playing
3. Job Instruction	3. Lecture Methods
4. Training through Step by Step	4. Conference or Discussion
5. Committee Assignments	5. Programmed Instruction

1. Significance of Training:

Much has been discussed about training above, such as objectives of training, its importance, benefits to individuals and organization etc. It is merely acquisition of knowledge and skills which the trainee does not know where to use? Absolutely not! Training is to obtain effectiveness in action. It aims at a lasting improvement On-the-Job.

Training is far [the most frequently used HRM Mechanism. It is directly linked with another two important mechanisms, namely performance appraisal and career development of the employees. It gives an employee confidence in handling the job assigned to him and increase the quantity and quality of out-put through improved work methods and skills. With the trained personnel, the organization can afford to introduce latest techniques of cost reduction, resource allocation, material or quality control and so on! Further, several principles of training have been evolved as a measure to effectively provide skills, knowledge and attitudes. These include the principles of motivation, progress reports, reinforcement, practice, whole versus part and individual difference. The motivation enables trainees to learn effectively. This helps the organizations to relate the training to a desired goal such as recognition, Promotion etc. To provide motivation to the trainees. Progress report or progress information enables the employee to learn rapidly and effectively. The third principle i.e. principle of reinforcement helps organizations in deciding policies of rewards such as praise, pay increase etc. The principle of practice highlights the importance of active participation and practice for effectively acquiring is linked to HRM & OD interventions directly. Having discussed the significance of training. It is also suggested that the training programmes should also be evaluated periodically using before and after measures, production and accident rates can be used as criteria to determine the effectiveness of

training to improve the course contents and methodology of training programmes.

It helps organizations and individuals to develop and progress simultaneously for their survival and attainment of mutual goals. In other words training improves, changes, moulds the employed knowledge skill, behavior, aptitude and attitude towards self growth and organization development.

- **Objective and Benefits of Training:**

1. To impart new basic knowledge and skill they need to perform a job.
2. To meet the present changing requirements of the job and the organization.
3. To prepare competent personnel.
4. To prepare them to occupy responsible positions.
5. To assist employees to function more effectively in their present positions by exposing them to latest concepts, information and technique.
6. To develop the potentials of an employee.
7. To ensure output of required quality.

- **Benefits of Training to the Organization:**

- a) Leads to improved profitability.
- b) Improves the job knowledge and skills at every levels of the organization.
- c) Improves the morale of the work force.
- d) Helps to create a better corporate image.
- e) Improves Industrial Relations.
- f) Helps in improving productivity.
- g) Develops a sense of responsibility to the for being competent and knowledge.
- h) Helps in organizational development.

- **Benefits to the Individuals:**

- a) Helps in achieving and developing leadership, knowledge, communications skills.
- b) Increase job satisfaction.
- c) Encourages self development and self confidence.
- d) Develops a sense of growth in learning.
- e) Helps in making better decision making and problems solving.
- f) Satisfies personal needs of trainee.

- **Benefits in personnel and human relations:**

1. Improves communication between groups and individuals.

2. Provides information on equal opportunity and affirmative action.
3. Makes organizational policies, rules and regulations viable.
4. Improves morale.
5. Provides good climate for learning growth and co-ordination.
6. Makes the organization a better place to work and live.

• **Conclusion:**

The study indicates good understanding regarding the importance and benefits of training employee.

Finally management & development is a combination of natural abilities & the organizational nurturing of the employee with those skills. Hence this is an interplay between nature & nurture which determines the success. HRM functions and the senior management efforts to develop leadership in these companies. Due to training potentials of an employee develop. Personality development also takes place. It also helps. Due to training better corporate image creates. Productivity & industrial relations improve.

Training enriches job satisfaction and results to encourage self development self confidence. It helps to improve communication skill, moral etc. which makes good climate for co-ordination.

• **Bibliography:**

1. Dr. P.N. Singh : Training for Management Development, Suchandra Publications, Mumbai-1984.
2. Dr. M.G. Rao : Management of Human Assets (Ed) ,Discovery Publishing House, New Delhi- 1993.
3. M. M. Broadwell & B.M. Kapur : The Manager and on the Job Training, Shri Ram Centre for IR & HR – 1979.
4. P. C. Tripathi : Research Methodology in social science ,Sultan Chand and Sons, New Delhi – 2nd Ed. 1991.
5. S. N. Biswas:Factors affecting training efforts, Indian Journal of Training and Development,Vol. XXVIII, No.4 Oct.-Dec. 1998.
6. Noe, Hollenbeck, Gerhart, Wright - Fundamentals of Human Resource Management (Sixth Edition)

7. Michael Armstrong, : Stephentaylor Armstrong's Handbook of human resource.
8. Raymond Noe, Human ResourcManagement Training a competitive advantage.
9. John R. Hendon, Professor Robert N Lussier: Human Resource management: Functions, Application & Skills.
10. Herbert Gerhard: Heneman Staffing organizations.
11. Jenniter M. George: Essential of Contemporary Management.
12. Prachi Juineja : Reviewed by – management Study.