**II UNIT RECRUITMENT AND TRAINING CR**

**Recruitment: Meaning and Sources of Recruitment.**

Whenever there is a vacancy in the organization, generally it is to be filled. To make the candidate avail­able for filling those vacancies, their selection procedure and placement on a proper job comes under the purview of recruitment.

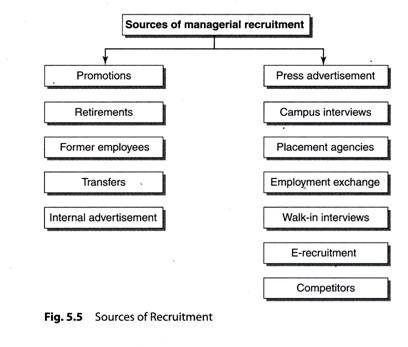
As soon as the available vacancies are known, they are advertised through different media and accordingly the applications are collected for the vacant posts. A group of candidates interested in doing the job and are eligible to do, it is created through recruitment.

It is an operative function of human resource management coming under the managerial function called organizing. In the words of Edwin Flippo, ‘recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organisation’.

In short, it involves attracting and obtaining as many applications as possible from eligible job seekers.

**Sources of Recruitment:**

The eligible and suitable candidates required for a particular job are available through various sources. These sources can be divided into two categories, as shown in Figure 5.5.



**Internal Sources of Recruitment:**

**1. Promotions**:

The promotion policy is followed as a motivational technique for the employees who work hard and show good performance. Promotion results in enhancements in pay, position, responsibility and authority. The important requirement for implementation of the promotion policy is that the terms, condi­tions, rules and regulations should be well-defined.

**2. Retirements:**

The retired employees may be given the extension in their service in case of non­-availability of suitable candidates for the post.

**3. Former employees:**

Former employees who had performed well during their tenure may be called back, and higher wages and incentives can be paid to them.

**4. Transfer:**

Employees may be transferred from one department to another wherever the post becomes vacant.

**5. Internal advertisement:**

The existing employees may be interested in taking up the vacant jobs. As they are working in the company since long time, they know about the specification and description of the vacant job. For their benefit, the advertisement within the company is circulated so that the employees will be intimated.

**Benefits of Internal Sources of Recruitment:**

1. The existing employees get motivated.

:2. Cost is saved as there is no need to give advertisements about the vacancy.

3. It builds loyalty among employees towards the organization.

4. Training cost is saved as the employees already know about the nature of job to be performed.

5. It is a reliable and easy process.

**Limitations of Internal Sources of Recruitment:**

1. Young people with the knowledge of modem technology and innovative ideas do not get the chance.

2. The performance of the existing employees may not be as efficient as before.

3. It brings the morale down of employees who do not get promotion or selected.

4. It may leads to encouragement to favouritism.

5. It may not be always in the good interest of the organization.

**External Sources of Recruitment:**

**1. Press advertisement:**

A wide choice for selecting the appropriate candidate for the post is avail­able through this source. It gives publicity to the vacant posts and the details about the job in the form of job description and job specification are made available to public in general.

**2. Campus interviews:**

It is the best possible method for companies to select students from various educational institutions. It is easy and economical. The company officials personally visit various institutes and select students eligible for a particular post through interviews. Students get a good opportunity to prove themselves and get selected for a good job.

:**3. Placement agencies:**

A databank of candidates is sent to organizations for their selection purpose and agencies get commission in return.

**4. Employment exchange:**

People register themselves with government employment exchanges with their personal details. According to the needs and request of the organization, the candidates are sent for interviews.

**5. Walk in interviews:**

These interviews are declared by companies on the specific day and time and conducted for selection.

**6. E-recruitment:**

Various sites such as jobs.com, naukri.com, and monster.com are the available electronic sites on which candidates upload their resume and seek the jobs.

**7. Competitors:**

By offering better terms and conditions of service, the human resource managers try to get the employees working in the competitor’s organization.

**Benefits of External Sources of Recruitment:**

1. New talents get the opportunity.

2. The best selection is possible as a large number of candidates apply for the job.

3. In case of unavailability of suitable candidates within the organization, it is better to select them from outside sources.

**Limitations of External Sources of Recruitment:**

1. Skilled and ambitious employees may switch the job more frequently.

2. It gives a sense of insecurity among the existing candidates.

3. It increases the cost as advertisement is to be given through press and training facilities to be provided for new candidates.

**Techniques of Recruitment:**

Recruitment techniques are the means or media by which management contacts prospective employees or provide necessary information or exchanges ideas in order to stimulate them to apply for jobs. Management uses different types of techniques to stimulate internal and external candidates.

Techniques of Recruitment are divided into two viz Traditional and Modern:

|  |  |
| --- | --- |
| Traditional Techniques | Modern Techniques |
| Promotions | Scouting |
| Transfers | Salary & Perks |
| Advertising | ESOP’s |
|  |  |

**Traditional Techniques of Recruitment:**

1. Promotions: Most of the internal candidates would be stimulated to take up higher responsibilities and express their willingness to be engaged in the higher level jobs if the management gives them the assurance that they will be promoted to the next higher level.
2. Transfers: employees will be stimulated to work in the new sections or places if the management wishes to transfer them to the places of their choice.
3. Advertising: Advertising is a widely accepted technique of recruitment, though it mostly provides one way communication. It provides the candidates in different sources, the information about the job and company and stimulates them to apply for jobs. It includes advertising through different media like newspapers, magazines of all kind, television etc. The technique of advertising should aim at attracting attention of the prospective candidates ii) creating and maintaining interest and stimulating action by the candidates.

Management in order to achieve these objectives of advertising has to:

–       Analyse job requirements

–       Decide who does what

–       Write the copy

–       Design the advertisement

–       Plan and select the media and

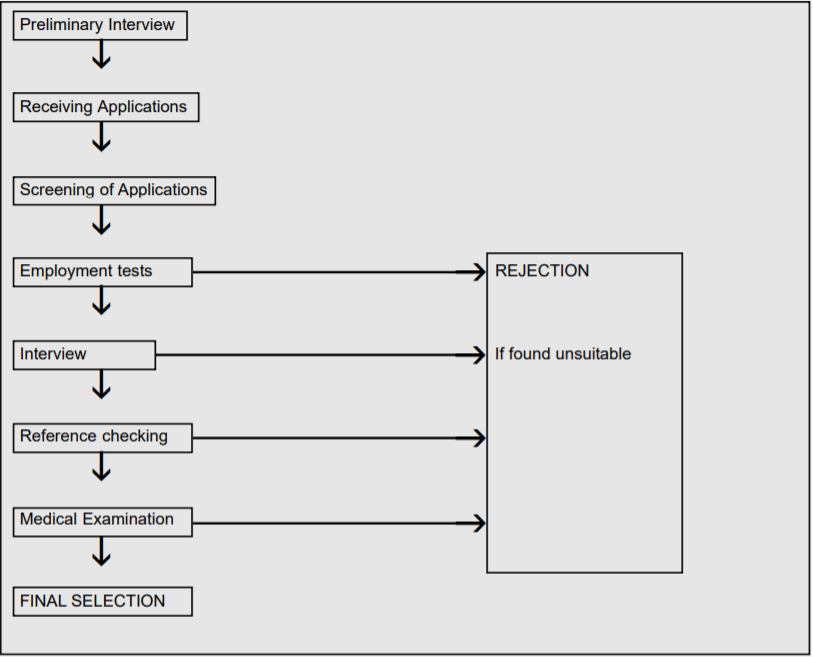
–       Evaluate response.

**Modern Techniques of Recruitment:**

1. Scouting: Scouting means sending the representation of the organizations to various sources of recruitment with a view to persuading or stimulating the candidates to apply for jobs. The representatives provide information about the company and exchange information and ideas and clarify the doubts of the candidates.
2. Salary and Perks: Companies stimulate the prospective candidates by offering higher level salary, more perks, quick promotions etc.
3. ESOP’s: Companies recently started stimulating the employees by offering stock ownership to the employees through their Employees Stock Ownership Programmes (ESOPs)

## Selection Process

Every organisation creates a selection process because they have their own requirements. Although, the main steps remain the same. So, let’s understand in brief how the selection process works.



### ****Preliminary Interview****

This is a very general and [basic interview](https://www.toppr.com/bytes/soft-skills-internship-placement/) conducted so as to eliminate the candidates who are completely unfit to work in the organisation. This leaves the organisation with a pool of potentially fit employees to fill their vacancies.

### ****Receiving Applications****

Potential employees apply for a job by sending applications to the organisation. The application gives the interviewers information about the candidates like their [bio-data](https://www.toppr.com/guides/business-correspondence-and-reporting/resume-writing/), work experience, hobbies and interests.

### ****Screening Applications****

Once the applications are received, they are screened by a special screening committee who choose candidates from the applications to call for an interview. Applicants may be selected on special criteria like qualifications, work experience etc.

• **Employment Tests**

Before an organisation decides a suitable job for any individual, they have to gauge their talents and skills. This is done through various employment tests like intelligence tests, aptitude tests, proficiency tests, personality tests etc.

• **Employment Interview**

The next step in the selection process is the employee interview. Employment interviews are done to identify a candidate’s skill set and ability to work in an organisation in detail. Purpose of an employment interview is to find out the suitability of the candidate and to give him an idea about the work profile and what is expected of the potential employee. An employment interview is critical for the selection of the right people for the right jobs.

• Checking References

The person who gives the reference of a potential employee is also a very important source of information. The referee can provide info about the person’s capabilities, experience in the previous companies and leadership and managerial skills. The information provided by the referee is meant to kept confidential with the HR department.

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Testing Candidates

One of the realities of HRM is that the purpose of the testing and selection process is to eliminate every candidate for a position except for the person or persons actually hired.However, in that elimination process, HRPs sometimes overlook key factors that make an important difference in the selection process .The unfortunate result is that the testing and selection process often rejects outstanding candidates that meet unique organizational needs – needs not always well understood but that are critical for an organization’s success .

A test is any job-related criterion used to screen candidates to determine whether they are properly qualified for a position.Testing validity is about whether a test measures the criteria or competencies

the purpose for which a test is actually intended . Validity should apply to the population to be tested and the scale used to measure the quality or criterion being assessed should differentiate the candidates based upon their relative ability to meet those standards.Test reliability is the degree to which a test produces a consistent result if administered multiple times.Validity and reliability are critical measures of testing in evaluating the qualifications of candidates for a position .

The job analysis enables HRPs to identify the relative importance of selection criteria and to design a testing process that improves the predictive ability to identify a qualified candidate .When done properly, the job analysis will identify “flair factors,” or selection criteria that are especially important in filling a position .Unfortunately, the concept of flair factors is not well understood by many HRPs and testing processes often fail to adequately identify Variance Accounted For, the measure of variance that a testing process can actually predict in identifying the probable success of a job candidate, based upon the candidate’s test performance .

From the job analysis process comes the identification of knowledges, skills, abilities, and other qualifications (KSAOs) that have been identified as important job factors.In formulating a valid testing process, HRPs have the responsibility to identify a process for evaluating these KSAOs and to provide hiring decision-makers with sound information for evaluating the respective job candidates.The validity of a testing process also involves confirming that successful incumbents of the position or positions filled possess the capabilities for which candidates are being tested .

Assessment centers, or job simulations that match job content criteria that are evaluated by trained assessors, can significantly improve the quality of the testing and selection process – particularly for positions requiring interpersonal skills, decision-making qualities, and the ability to deal with stress and uncertainty .Unfortunately, many HRPs choose not to utilize this valuable selection and testing tool, lack the skills to conduct an assessment center properly , or apparently lack an understanding of the benefits that can accrue from using this important testing resource.

# Recruitment Interviews

An interview is a purposeful exchange of ideas, the answering of questions and communication between two or more persons. Generally, an interview is a process of private meeting conversation between people, where questions are asked and answered, for obtaining information about qualities, attitudes, prospectus etc.

An interview refers to a conversation with one or more persons acting as the role of an **interviewer** who ask questions and the person who answers the questions acts as the role of an **interviewee**.

The primary purpose of an interview is to transfer information from interviewee to interviewer. Interviews can be either **formal** or **informal, structured** or **unstructured**. Interviews can be carried out one-to-one or in groups; they can be conducted over telephone or via video conferencing.

There are different meanings of the word “interview”, as different scholars defined the term differently. However, interviews have some basic objectives, which are as follows−

* Through interviews, recruiters can verify the information obtained through application forms and tests.
* Recruiters can obtain additional information about the candidates which are not mentioned in the application forms or resumes.
* Interviews provides an applicant the information and the necessary facts about the job and the organization.
* Interviews establish a mutual understanding between the applicant and the organization.

## How to Interview?

Various researches have proved that organizations that spend more time on recruitment have benefitted greatly in long term. An important thing to do, when you are planning for an interview is to think, whom you are interviewing and what kind of information you want from that person. Hence, you should prepare a list of questions, which you want to ask, prior to conducting an interview.

Interviewing is both an art and a science. Hence, how to interview is a technique that every HR professional should learn and try to implement.

The following five P’s should be taken into consideration in order to ensure effective selection and interviewing −

* **Prepare** − Preparation is the first step of conducting an interview. Prior to interview, the interviewer should make sure that he/she understands the key elements of the job. And the interviewer should go through the resume of the candidate for understanding his/her qualities and efficiencies
* **Purpose** − The interviewer should have knowledge about the purpose of the interview, why he/she is conducting it. The interviewer should project the organization as the best place to work to the interviewee, which helps in selecting the right candidate.
* **Performance** − An interviewer must identify the attitude, attributes, knowledge and skills of the applicants, who are needed for the success of the organization. If the requirement is about special education and technical skills, then hiring high-performing applicants plays an important role.
* **People Skills** − The applicant, who comes for an interview, will not be completely transparent. Hence, it is the job of an interviewer to un-mask the applicant and discover the inner qualities and skills during the interview. This good practice of hiring will help in selecting the right candidate for the organization.
* **Process** − Every interviewer should follow a structured interview process to get better results. A structured process of interview avoids bias and gives equal and fair chance to all the applicants. The best way for accomplishing this process is by using the behavioral based questions and situational questions.

## Importance of Interview

An interview provides an organization the scope to learn more about the applicants, who come for an interview, while the applicants get an opportunity to become more familiar with the demands of a given position. Interviews enable both the parties to exchange information, ask questions and also help in evaluating the potential for establishing a professional working relationship with the organization.

Interviews help in gathering a wide range of information about the applicants’ attitude, feelings and motivations, which in turn help in the decision-making process to hire the right candidates.

The following points explain the importance of conducting interviews −

* Interviews help in selecting the right candidate from a group of applicants, who applied for a job.
* Interviews are a medium to help collect useful information about potential candidatesInformation given in the application form or resume is very less. Recruiters can ask the candidates to provide an elaborate explanation during the interview.
* A good interviewer gives good impression about the organization, which in turn increases the goodwill of the organization.
* Interviews also help in promotions and transfers of the candidates, as per the requirements of the organization.

## Interview Process

Interviewing candidates is the final stage in the recruitment process. Hence, to find the right person for a specific position, there should be a proper process, that has to be followed for the right results.

An ideal interview process for selecting the right candidates is as follows −

* Determine the requirements of the job. Conduct a thorough job analysis.
* Prepare a specific job description and a job specification.
* Make a plan − how and where to find qualified candidates.
* Collect and review applications and resumes and from them, select the most potential and qualified candidates for further proceedings.
* Interview the shortlisted candidates based upon the job description and specification.
* Verify the candidates’ background with the references provided by them.

Following such an interview process, the HR department can hire the best possible candidates for a vacant job position

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# Introduction to Campus Placement Process

  Campus Placements/ Campus Recruitment drives are conducted in various educational institutes for providing job opportunities to the students who are pursuing their particular academic courses. Campus Placements offer a student a wonderful opportunity to get placed during the course of his academic pursuits, and provide him the comforts of a safe and secure future. Keeping in mind the importance of the campus placement programs, it is vital for a student to prepare adequately for these programs and make sure that they put their best foot forward.

There are two types of Campus Placement programs:

* **On-Campus Placement Drives:**  
  In On-Campus placement drives, companies visit colleges to select final year students and selection depends upon a student's ability to work-hard, his technical capabilities and his focus.
* **Off-Campus / Pool Campus Placement Drives:**  
  In Off Campus placement drives, recruitment is conducted at a common place that may be a particular college or a public place where students from different colleges assemble and take part in the various stages of the campus placement drive. A number of these drives are advertised as 'Job Fairs'.

The main objective of the placement process is to identify the talented individuals. The criteria adopted for selection by most companies are variable in nature and selection process is as follows:

* Pre – Placement Talk
* Educational Qualification
* Written Test
* Group Discussion (Optional)
* Technical Interview
* HR Interview
* Post – Placement Talk

###### Pre-Placement Talk:

There is a pre-placement talk with the students provided by the specific company. It is mainly in the form of presentation. The presentation includes the company profile, selection procedure, organizational achievements, company’s vision and mission. It also includes the growth of the candidate within the company and other benefits, if selected. At the end of the presentation, a candidate can ask question about any doubt.

###### Educational Qualification:

A number of companies place importance on the academic performance of the candidate, and place requirements for minimum marks. Basically, companies go for professional courses such as B.Tech /MCA/MBA/M.Tech for recruiting candidates. Qualification criteria may include grade range, and certified courses.

###### Written Test:

Most of the companies conduct a written test based on the minimum academic performance criterion. This is generally an aptitude test which has questions on Mathematics, English & Reasoning. Some companies also have technical questions in the test. Many companies also started taking coding and written ability test. After written test, the companies conduct interview round for those candidates who qualify the written test. Interview round may have combined or separate HR & technical interviews. Few companies in addition to this also conduct personality or psychometric test.

###### Group Discussion:

Some companies also conduct GD as an elimination round or in addition to interview. In this section, a general topic is placed for a formal discussion.  The main objective of this round is to check the communication skills, listening ability, etiquette of a candidate, leadership qualities, convincing power, and knowledge of a candidate.  The discussion can be like on Case studies, Abstract topic, and topic from the latest news.

Suggested Reading :

[Know About Tips & Strategies  to ace the Group Discussion](https://gdpi.hitbullseye.com/CPT/GD-Tips.php)

###### Technical Interview:

After the elimination round of written test / group discussion, technical interview will be conducted by the company. This round will check the technical skills of the selected candidate.

It can be either an individual round or a combined with the HR interview.

###### HR Interview/ Formal Interview:

Formal interview is considered as the final round of the selection procedure. The interview reflects the overall personality of the candidate. The more updated knowledge of the candidate more will be the chances of selection. It includes the internship, work experience, industrial visit to the brands in a specific sector which increase the chances of selection. Basically, it evaluates the stability and confidence level of the candidate.

###### Post –Placement Talk:

After the selection of the candidate, the offer letter will be given. The company executive tells about the guidelines related to joining process and about the company’s policies.

Generally, the typical Campus Recruitment process can be identified in the following image:

The number of students is finally selected by the company depends on two major parameters:

* The number of students that are able to match the minimum basic requirements of the company set for each of the above stages.
* The organizational requirements in terms of the people required for the coming fiscal year.

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# Induction training

In [human resource development](https://en.wikipedia.org/wiki/Human_resource_development), **induction training** is a form of introduction for new [employees](https://en.wikipedia.org/wiki/Employee) in order to enable them to do their work in a new [profession](https://en.wikipedia.org/wiki/Profession) or job [role](https://en.wikipedia.org/wiki/Role) within an organisation.[[1]](https://en.wikipedia.org/wiki/Induction_training#cite_note-1)

Training can be systematic or unsystematic training. Induction training is systematic training. The systematic model supplements [natural learning](https://en.wikipedia.org/wiki/Informal_learning) with a systematic intervention that relates to the organisations objectives. The features of induction training include:

* Training is part of the organisations overall planning process and is in line with its goals.
* The organisation has a training strategy which shapes the approach to [employee development](https://en.wikipedia.org/wiki/Employee_development).
* Skills are planned for and addressed systematically through formal training.
* There is a [continuous cycle](https://en.wikipedia.org/wiki/Continual_improvement_process) of training analysis, activity and [evaluation](https://en.wikipedia.org/wiki/Program_evaluation).[[2]](https://en.wikipedia.org/wiki/Induction_training#cite_note-2)

Induction training provides employees with a smooth entry into the organisation by providing them with the information they require to get started.[[3]](https://en.wikipedia.org/wiki/Induction_training#cite_note-3) The goals of induction training are in line with those of the wider induction process. These goals are to:

* Create a positive atmosphere
* Address any new job concerns
* Increase comfort level and feeling of belonging
* Increase knowledge of the organisation and its procedures and policies
* Share organisational values
* Share job specific information [[4]](https://en.wikipedia.org/wiki/Induction_training#cite_note-4)

In small organisations, the responsibility for carrying out the induction training usually rests with one person. In larger organisations, the responsibility is shared between [managers](https://en.wikipedia.org/wiki/Manager), [supervisors](https://en.wikipedia.org/wiki/Supervisor) and [human resources](https://en.wikipedia.org/wiki/Human_resources).[[5]](https://en.wikipedia.org/wiki/Induction_training#cite_note-5) In the case of both big and small organisations the employees and his/her, senior manager play a major role in inducting an employee. Their responsibility is to ensure that the induction program is followed and the desired induction goals are achieved. During the Induction, the human resources are responsible for preparing the induction checklist (updating periodically), the planning and administration of the formal program, assisting and advising employees [[6]](https://en.wikipedia.org/wiki/Induction_training#cite_note-6)

The induction itself is usually conducted within the [workplace](https://en.wikipedia.org/wiki/Workplace) by competent trainers and speakers in a presentation format.[[7]](https://en.wikipedia.org/wiki/Induction_training#cite_note-7) Induction training can also be in a written format, which can be sent to a new employee before they start, or handed to them when they start or delivered as a computer-based format.[[8]](https://en.wikipedia.org/wiki/Induction_training#cite_note-8)

The induction training should satisfy two objectives:

* The new employee who wants to be integrated into the social group of the organisation will know about the particular task that they will do within the whole system of the organisation
* The trainer is able to get to the trainees trained up in order to successfully integrate them into the specific area of the organisation for which the individual is being trained fo



## Considerations for planning effective induction training[

The induction is the first real opportunity new employees get to experience their new employer. If for example the trainer is no good or the facilitation lacks, new employees may quickly become bored and may even question their choice of employment. Induction training must be comprehensive, collaborative, systematic and coherent to be effective[[10]](https://en.wikipedia.org/wiki/Induction_training" \l "cite_note-10) and make a positive impact with the trainee. According to [TPI-theory](https://en.wikipedia.org/wiki/TPI-theory), training should include development of theoretical and practical skills, but also meet interaction needs that exist among the new employees.[[11]](https://en.wikipedia.org/wiki/Induction_training#cite_note-11) There are different ways in which different businesses conduct induction training in order to enable new staff and recruits to do their work. I.e. Starbucks, who ensure their induction is very practical to set the expectations of the job[[12]](https://en.wikipedia.org/wiki/Induction_training#cite_note-12) compared to the Exxonmobil Graduate schemes program which spans the first year of employment, with the bulk of the induction training happening in the first two weeks to ensure they have built up the background knowledge before learning about job or role particular training.[[13]](https://en.wikipedia.org/wiki/Induction_training#cite_note-13) The right balance of training will not be too intensive an information-giving session as this will be ineffective[[14]](https://en.wikipedia.org/wiki/Induction_training" \l "cite_note-14) as individuals will start to lose concentration and may end up missing crucial information.

## Alternatives to induction training

An alternative to Induction training is [Coaching](https://en.wikipedia.org/wiki/Coaching). Coaching is a partnership in which employees aim to achieve support and advice from a more senior colleague whilst on the job.[[15]](https://en.wikipedia.org/wiki/Induction_training#cite_note-15) Staff Retreats is another form of introduction for new employees. Businesses pause once or twice a year to analyse policies and procedures and also look through their systems and processes. The main objective is looking at ways to improve efficiency of their business.[[16]](https://en.wikipedia.org/wiki/Induction_training#cite_note-16) [On the job training](https://en.wikipedia.org/wiki/On_the_job_training) is also an alternative to induction training and is given to an employee at their workplace while they are doing the job.[[17]](https://en.wikipedia.org/wiki/Induction_training#cite_note-17) Group discussions are another possible alternative for induction training. Group discussions are informal gatherings of individuals in order to discuss ideas and information while suggesting how new recruits can cope with the new environment.[[18]](https://en.wikipedia.org/wiki/Induction_training#cite_note-18)

## Benefits

The induction process familiarises new employees with the business and the people. Induction training enables a new recruit to become productive as quickly as possible. The cost of not training is considered higher than the cost of training.[[19]](https://en.wikipedia.org/wiki/Induction_training#cite_note-19) The main advantage of induction training is that it can be brief and informative allowing businesses to save time and money on planning and conducting the training whilst supplying key information to new entrants. Induction training also helps to provide individuals with a professional impression of the company and its aims and objectives allowing new entrants to work towards these aims and exceed them.

Bottom of Form

# Training: Definition, Steps in Training Process

Training is an activity leading to skilled behavior, the process of teaching employees the basic skills they need to perform their jobs. The heart of a continuous effort designed to improve employee competency and organizational performance.

Training typically focuses on providing employees with specific skills or helping those correct deficiencies in their performance.

It is a short-term 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.

Ad by Valueimpression

After an employee is selected, placed and introduced in an organization he must be provided with training facilities so that he can perform his job efficiently and effectively.

So, Training is a social and continuous process of increasing skills, knowledge, attitudes and efficiency of employees for getting better performance in the organization.

## Definition of Training

Training is the act of increasing the knowledge and skills of an employee for performing the job assigned to him. Training has been defined by different scholars of management. Some important definitions of training are as under.

According to Garry Dessler, “Training is the process of teaching new employees the basic skills they need to perform their jobs”.

According to Jack Halloran, “Training is the process of transmitting and receiving information related to problem-solving”.

Edwin B. Flippo Said, “Training is the act of increasing the knowledge and skills of an employee for doing a particular job”.

In the words of Dale S. Beach, “Training is the organized procedure by which people learn knowledge and improve skill for a definite purpose.”

In the words of Michael J. Jucius, “Training is a process by which the aptitudes, skills, and abilities of employees perform specific jobs are increasing.”

According to Edwin B. Flippo, “Training is the act of increasing the knowledge and skill of an employee for doing a particular job.”

In simple words, to provide the ability for the employee to perform a specific job is called training. Thus, the art, knowledge, and skill to accomplish a specific job in a specific way are called training. In simple words, to provide the ability for the employee to perform a specific job is called training.

Thus, the art, knowledge, and skill to accomplish a specific job in a specific way are called training. At all levels of organization training and development programs are needed in order to make qualitative improvement in the work of the employees.

## Objectives of Training program

The chief aim of formal education for the manager is to increase his ability to learn from experience. The second aim is to increase his ability to help his subordinates to learn from experience.

According to McGregor, there are three different purposes for training.

1. Acquiring Intellectual Knowledge.
2. Acquiring Manual Skills.
3. Acquiring Problem Solving Skills.

### Acquiring Intellectual Knowledge

An electrical engineer may need more knowledge than he now possesses about circuit design. A new employee may require knowledge about company policies.

A foreman may require information about the new provisions in the labor agreement. The acquisition of knowledge is a fairly straight-forward process provided the individual wants the new knowledge. It can be made available to him in several ways.

However, if he does not want the knowledge, there is considerable difficulty getting him to learn it. In industry, attempts should be made to create a ‘felt need’ for new knowledge.

### Acquiring Manual Skills

The acquisition of a manual skill requires practice or experience accompanied is feedback.

Pure trial and error method learning can be speeded up by guidance but the individual cannot learn unless he performs and receives cues which tell him about the success of his efforts. The necessary effort will be expended only if there is a felt-need on the part of the learner.

### Acquiring Problem Solving Skills

Much of the manager’s work is solving problems. These include organizing his own and his subordinate’s activities, planning and a wide- range of other decision-making activities.

These are skills involved in diagnosing problems, interpreting relevant data, assessing alternative solutions and getting feedback concerning the effectiveness of the solution. These skills can be improved and classroom education is one method utilized for this purpose.

As with any skill, practice and feedback are essential for learning. The most widely used classroom method for improving problem-solving skills is the case method. In the hands of a skillful teacher, it can be highly effective.

It has been rightly said that man-to-man coaching on the job constitutes 80% of all training. Besides being timely and related to the concrete day-to-day experience, it has the special advantage of meeting the specific needs of each individual subordinate in the special situation.

## Steps in TraSteps in Training Process/Phases of Trainingining Process/Phases of Training

1. Decide If Training is Needed.
2. Determine What Type of Training is Needed.
3. Identifying Goals and Objectives.
4. Implementing Training.
5. Evaluation of the Training Program.

### Step 1: Decide If Training is Needed

In order to compete effectively, firms must keep their employees well trained. The first step in the training process is a basic one, to determine whether a problem can be solved by training.

The first step in the Training process is to determine Training needs. The overall purpose of the assessment phase is to determine if training is needed and, if so, to provide the information required designing the training program.

Training is conducted for one or more of these reasons:

* required legally or by order or regulation,
* to improve job skills or move into a different position,
* for an organization to remain competitive and profitable.

If employees are not performing their jobs properly, it is often assumed that training will bring them up to standard. This may not always be the case. Ideally, training should be provided before problems or accidents occur and should be maintained as part of quality control.

The assessment consists of three levels of analysis: organizational, task, and person.

1. **Organizational Analysis:** It is an examination of the kinds of problems that an organization is experiencing and where they are located within an organization.
2. **Task/Operational Analysis:** An operational analysis identifies the kinds of the skills and behaviors required of the incumbents for a given job and the standards of performance that must be met.
3. **Personnel Analysis:** The objective of the personnel analysis is to examine how well individual employees are performing their jobs. Training should be given to those who need it. Assigning all employees to a training program, regardless of their skill levels, is a waste of organizational resources and create an unpleasant situation for employees who do not need training. The objectives of training must be clarified, related to the areas identified in the task analysis, and should be challenging, precise, achievable, and understood by all.

### Step 2: Determine What Type of Training is Needed

The employees themselves can provide valuable information on the training they need. They know what they need/want to make them better at their jobs. Just ask them!

Also, regulatory considerations may require certain training in certain industries and/or job classifications.

Once the kind of training that is needed has been determined, it is equally important to determine what kind of training is not needed.

Training should focus on those steps on which improved performance is needed. This avoids unnecessary time lost and focuses the training to meet the needs of the employees.

### Step 3: Identifying Goals and Objectives

Once the employees’ training needs have been identified, employers can then prepare for the training.

Clearly stated training objectives will help employers communicate what they want their employees to do, to do better, or to stop doing!

Learning objectives do not necessarily have to be written, but in order for the training to be as successful as possible, they should be clear and thought-out before the training begins.

### Step 4: Implementing Training

Training should be conducted by professionals with knowledge and expertise in the given subject area.

Nothing is worse than being in a classroom with an instructor who has no knowledge of what they are supposed to be teaching! Use in-house, experienced talent or an outside professional best option.

The training should be presented so that its organization and meaning are clear to employees. An effective training program allows employees to participate in the training process and to practice their skills and/or knowledge.

Employees should be encouraged to become involved in the training process by participating in discussions, asking questions, contributing their knowledge and expertise, learning through hands-on experiences, and even through role-playing exercises.

Actually for making the training program effective the targeted group employee and the using of methods such as On-the-job or Off-the-job training should select first. The capacity and knowledge of trainers and their acceptance by the participants are of secondary importance.

1. **On the job:** Training is administered at the actual work site using the actual work equipment
2. **Off the job:** Training is administered away from the actual work site. It may be any prominent hall room or auditorium but the required training environment equipment and materials should be available or arranged there.

The training program that results from the assessment should be a direct response to an organizational problem or need. Approaches vary by location, presentation, and type.

### Step 5: Evaluation of the Training Program

One way to make sure that the training program is accomplishing its goals is by using an evaluation of the training by both the trainees and the instructors Training should have, as one of its critical components, a method of measuring the effectiveness of the training.

[**Evaluations of the training program will help employers or supervisors**](https://www.iedunote.com/evaluation-of-training-program) determine the amount of learning achieved and whether or not an employee’s performance has improved on the job as a result.

Assess the program’s success or failures. The credibility of training is greatly enhanced when it can be shown that the organization has benefited tangibly from such programs.

Organizations have taken several approaches in attempting to determine the worth of specific programs.

In this phase, the effectiveness of the training is assessed.

Effectiveness can be measured in monetary or non-monetary terms. It is important that the training is assessed on how well it addresses the needs it was designed to address.

* **Participants Opinions:** Evaluating a training program by asking the participants’ opinions of it is an inexpensive approach that provides immediate response and suggestions for improvements. The basic problem with this type of evaluation is that it is based on opinion rather than fact. In reality, the trainee may have learned nothing, but perceived that learning experiences have occurred.
* **The extent of Learning:** Some organizations administer tests to determine what the participants in the training program have learned. The pretest, posttest, control group design is one evaluation procedure that may be used.
* **Behavioral Change:** Tests may indicate fairly accurately what has been learned, but they give little insight into desired behavioral changes.
* **The accomplishment of Training Objectives:** Still another approach to evaluating training programs involves determining the extent to which stated objectives have been achieved.
* **Benchmarking:** Benchmarking utilizes exemplary practices of other organizations to evaluate and improve training programs. It is estimated that up to 70 percent of American and recently European and Indian firms engage in some sort of benchmarking.
* **A Case for Simplicity:** Value is the measure of impact and positive change elicited by the training.

## Advantages of Training Program

Training brings about benefit/ advantages both to the organization and employees. Let us have a look at these:

### Advantages to the Organization

Goldstein and Gilliam also outlined six reasons why companies believe that investments in training can help them gain a competitive advantage.

1. **Increased efficiency of employees:** An effective training program can make the employees of the company work in an effective manner. With training, people gain confidence and this confidence is seen in the output and results.
2. **Reduced supervision:** An employee needs to be supervised when he works. When the employee has got sufficient training the amount of supervision required is less as mistakes are less. This reduces the workload of the supervisor.
3. **Less amount of wastage:** The amount of wastage by an employee reduces a lot due to training and therefore if we take an account of the amount of wastage we find that the company has saved a lot of money.
4. **Reduced turnover:** Proper training improves the chances of obtaining promotions and employees are happy because they have better opportunities. This will be lowering employee turnover intention and hence labor turnover in the company
5. **Helps in better functioning of the organization:** Training always benefits employees, whether old or new. In the case of new employees, training helps them a lot. This is because new employees may not be aware of the functioning of the organization and training helps them to gain knowledge and insight into the working of the company.
6. **Better labor-management relations:** Labor-management relations are very essential for any organization. When companies introduce training programs and prepare employees for future jobs and promotions they send out a message to the unions that they are interested in employee welfare. Due to this the unions also adopt a positive attitude and labor-management relations improve.

### Advantages to the Employee

Contributing to the debate on the general benefits of employee training and development, McNamara (2008) stated numerous benefits.

A training program has the following advantages. Advantages to the Organization are:

1. **Self-confidence:** Training leads to an increase in employee self-confidence. The person is able to adjust to his work environment and doesn’t feel humiliated in front of his seniors. This confidence leads to chances of better efforts in the future of the employees.
2. **Increased motivation levels:** Training brings a positive attitude among employees and increases the motivation levels of the employees in the organization, thereby improving the results of the organization.
3. **High rewards:** An effective training program helps an employee to take the benefit of the reward systems and incentives available in the company. Thus the employee is able to get these rewards, which in turn increases his motivation levels.
4. **Group efforts:** An effective training program not only teaches an employee how to do his work but also trains him to work as a part of the group. Thus training program improves group efforts.
5. **Promotion:** Effective training program increase performance and increase the chances of obtaining promotions. Many employees, even opt for a certain program so that they can help the employee improve his chances of promotions and obtaining higher positions in the organization.

## Principles of Training

The training must be a continuous process; must be planned systematically in order to accomplish the desired results efficiently; must result in benefits both to the organization as well as employee( Planty, McCord, and Efferson, 1948).

According to Littlefield, C. I. and Rachel, R., in order for the training program to be effective, the following principles must form the basis for training programs:

1. Training is most effective when the learning experience occurs under conditions that are identical to the actual conditions that occur on the job.
2. Training is most effective if the supervisor, who is training the employees, is made responsible for the progress of the candidate and overall results of the training program.
3. Training is most effective if the learner is given helpful, friendly and personal attention and instruction. This would create self-confidence in the employee and the desire to do better.

## Identifying the Training Needs

Training needs analysis seeks to answer the questions, who if any, need training?

And what training do they need?

The questions may be very simple ones, but getting good answers to these questions constitute one of the most difficult steps in the total training process.

A training need exists when an individual lacks the knowledge or skills required for the execution of an assigned task satisfactorily.

The purpose of a training needs identification exercise, therefore, is to identify the gap between required and the actual competencies so as to determine the kinds of training that would help bridge the gap.

It is important to assess whether there is a need for training.

Two elements need consideration in carrying out a training needs analysis such as the job requirements and the person requirements.

At the same time, Robbins and Decenzo suggest that management can determine the training needs of an employee by answering four questions:

1. What are the organization’s goals?
2. What tasks must be completed to achieve these goals?
3. What behaviors are necessary for each job incumbent to complete his assigned tasks?
4. What deficiencies, if any, do incumbents have in the skills, knowledge or attitudes needed to perform the necessary behaviors?

These questions demonstrate the close link between [**human resources**](https://www.iedunote.com/human-resource-management) planning and determination of training needs. Based on the determination of the organization’s needs, the type of work that is to be done, and the type of skills and knowledge necessary to complete the work, a training program should be followed naturally.

## Need for Training Policy

To ensure consistency in training and development function, the HR department of each organization develops a suitable training policy, defining the scope, objective, philosophy, and techniques. Such a training policy serves the following purposes:

1. It defines what the organization intends to accomplish through training;
2. It indicates the type of persons to be responsible for training functions;
3. It identifies the formal and informal nature of training;
4. It spells out the duration, time and place of training;
5. It indicates the need for engaging outside institutions for training;
6. It embraces and includes training in relation to the labor policies of the organization.

## Methods for Determining Training Needs

HRM experts have identified the different methods for the identification of training needs.

These methods are briefly discussed below:

1. Observation and analysis of job performance;
2. Management recommendations;
3. Staff conferences and recommendations;
4. Analysis of job requirements;
5. Consideration of current and projected changes;
6. Surveys, reports, and inventories;

Once it has been determined that training is necessary, training goals must be established. Management should state what changes or results are sought for each employee.

These goals should be tangible, measurable and verifiable. Goals should be clear to both, management and employee. Both should know what is expected from the training effort.

## What Is the Difference between Training and Education?

Training and education are majorly one and the same, the difference is that training is undertaken to acquire a particular skill while education aims at increasing one’s knowledge about something.

We were to go to school to get an education but y we can get training anywhere relevant to what we want to be trained at.  
Training and education are both different facets of learning.

At first, it may be difficult to tell the difference between them, especially in today’s school system, but there are major differences in training and education. Their purpose, history, and methodology are all vastly different.

The training was originally practiced through guilds. Youngsters would be apprenticed to a master baker or builder and work under him in order to learn his trade. This was considered the proper method of learning for the lower and middle classes.

Education has its origins in the medieval university system. Young men from wealthy families would complete a course in theology or philosophy before studying his chosen profession. The theory of education also played a large role in the concept of the Renaissance man.

|  |  |  |  |
| --- | --- | --- | --- |
| **Attribute** | **Education** | **Training** | **Determining Factors** |
| Purpose of the Learning Experience | Acquire or deepen mindset or profession | Acquire new skills and knowledge | Do 1 want to be transformed into a different person or just be more skillful? |
| Evidence of Learning Success | Course grades, GPA | Testing,  Certification, Job Performance | How will others and 1 know 1 was successful with my learning experience? |
| Credentials | Degrees, Graduate Certificates | Certificates and Licenses | Do 1 want to get a degree or a certificate? |
| Difficulty to Learn | Harder | Easier | Am 1 ready to undertake a lengthy and hard learning process or can 1 just do something quickly? |
| Length of the Learning Process | One to three years | Typically from one to five days or several weeks | How long do 1 expect the learning process to take? |
| Persistence of the Learning Outcome | Lasts a lifetime | Short half-life, five years on average | How long should 1 expect the results of this learning to last or remain current? |
| Style of Learning | Draw out, mentoring by an instructor | Drill in, developing skills, habits, practice | What can 1 expect my educational experience to be like? |
| Behavior After Learning Took Place | Acting after deep thought and analysis; broad | Acting out of new habits and skills, narrow | How will 1 behave after this learning experience? |
| Change | Skillful at thinking Transformational deeper, more radical | Skillful at doing, shallower, more superficial | What kind of change am 1 looking for? |
| End Result | Makes you different from others, thoughtful and mindful, educated | Make you the same as others with the same training measure up | What am 1 looking for as an end result of mine? learning experience? |
| Institutions, Providing, Learning, Experience | Colleges and Universities | In-house seminars, training companies, self-taught | Where can 1 obtain this learning experience? |
| Examples | Colleges courses and degree programs | Training seminars, job training | What are some examples of education and training? |

## Conclusion

In the age of globalization, knowledge is becoming a reliable source of sustained competitive advantage. It is becoming a basic capital and the trigger of development.

Modern organizations, therefore use their non-HR resources (money, time, energy, information, etc.) for permanent training and development of their human resources.

Since the organizational knowledge is largely located inside the human mind, i.e. the head of employees, as carriers of knowledge and activities, human resources are becoming the key factor of business success.

Organizational development is always conditioned by human knowledge and skills. This is why; contemporary organizations pay more and more attention to the development of their employees.

Thus, employee education and training are becoming an optimal answer to complex business challenges, and the management of the human resource is taking a central role in modern management.

Employees are hired based on their current knowledge. New employees may not be able to perform their assigned job satisfactorily. As time goes on knowledge becomes obsolete.

Often they must be trained to the duties they are expected to do. Even the experienced employees in a new job need the training to improve their performance.

Through the process of employee training and development, the management of human resources provides constant knowledge innovation, creates conditions for mutual knowledge and experience exchange, and proactive behavior- in this way contributing to competitive advantage and satisfaction of all participants in business procedures.

Training is not a luxury; it is a necessity if companies are to participate in the global electronic marketplaces by offering high- quality products and services.

Training is the process of providing required skills to the employee for doing the job effectively, skillfully and qualitatively. Training of employees is not continuous, but it is periodical and given in specified time. Generally, training is given by an expert or professional in the related field or job.

Thus, training is a process that tries to improve skills or add to the existing level of knowledge so that the employee is better equipped to do his present job or to mold him to be fit for a higher job involving higher responsibilities. It bridges the gap between what the employee has’& what the job demands.

Training is required at every stage of work and for every person at work. To keep one updated with the fast-changing technologies, concepts, values, and environment, training plays a vital role.

Training programs are also necessary for any organization for improving the quality of the work of the employees at all levels. It is also required when a person is moved from one assignment to another of a different nature.

Taking into account this context, this chapter aims at providing insight into the concept, need and methods of training, also areas of evaluation of training, retraining, and dimensions of organizational learning.