

# IMPACT OF TRAINING AND DEVELOPMENT ON PRODUCTIVITY IN DEFENCE STORES MANUFACTURING FIRMS : ISSUES AND CHALLENGES

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**Abstract :** Training and Development plays very vital role in individual and organizational growth as this process/activity imparts knowledge, specific skills and abilities to an employee based on Training Need Analysis (TNA) of an organisation which consists of various stages viz. designing, planning, organising, recording, monitoring and evaluating and it is achieved by adopting various training methods/models/techniques. TD leads to boosting of morale, increased productivity, reduced supervision and direction, reduced accidents, better management, standardising the policies/ procedures, etc. Various aspects like type/model of training, funds availability, sparability of manpower, Annual Training Plan (ATP), utility of the training imparted, will be discussed in the context of impact of the training and development on productivity in the firms. The paper stresses on review of literature, current T&D practices, issues and challenges, suggestions and recommendation in the defence stores manufacturing firms. The paper is purely theoretical, therefore no statistical data has been used.

**Key words:** Training, productivity, skills, attitude and development.

## INTRODUCTION

Management Training and Development programme are considered to be one of the important aspects of organizational development. There is growing need to find ways to determine the efficiencies and effectiveness of such training programme both in terms of organizations and the training institutions . Once the employee has been taken/appointed to the firms for various posts, the employee is not aware of new tasks/responsibilities in the firms, therefore, this activities is very important for that specific job. Many organizations trains sufficiently the employees before he/she actually does the assigned tasks and become core competent in that area, therefore, training plays very important role in many organizations. It can be compared with the installation of by a machine, after installation, it has to operated on trial basis before actual production.

## REVIEW OF LITERATURE

Training is an activity leading to skilled behaviors and it is about knowledge (where you stand no matter how good or bad the current situation looks) at the present and you will be after some point of time. Training is about the acquisition of knowledge, skills and abilities through professional development. Training is the art of increasing the knowledge and skills of an employee for doing a particular job (FLIPPO). More trained staff are adding value today in organizations by embracing high-impact approach to training (Burke, 2001). During training he learns habits,

refined skills and useful knowledge for improvement of performances. Training has been emerging as central to new thrust for ensuring high employment and also high organizational performance (Lynton and Pareek, 2000). He(employee) does present job more efficiently and prepare himself for higher level of job.

Therefore, training programme are structured in such a way so that they lead to measurable changes in knowledge, skills, attitude and social behaviors of employee. Training imparts the ability to detect and correct error. It also fulfills futuristic needs of organization. There are many ways to carry out training like on the job, in the class room, onsite and offsite and it could be simulated environment also. In all the cases, it is expected that abilities and knowledge of the trainees will be enhanced. However, the following are the features of training:-(a) It increases knowledge and skills.(b) It bridges the gap between job needs and employees skills, knowledge and behavior.(c) It is job oriented and vocational in nature. (d) It is short term activities designed essentially for operations

## TRAINING AND DEVELOPMENT

Training is referred to as leading special skills and behavior like firing rifle, operating the machine, playing basket ball, etc. However, development is considered to be more general in nature taking care of individual needs along with organizational needs and it targets towards management of people. In this case more theory is involved like education. Main intention of development is to provide

knowledge and understanding that enable people to carry out non technical organization needs like problem solving, decision making and concerning to people. However, the difference between these two could also be summarized in the following table:-

<u>Training</u>	<u>Development</u>
Non Management	Management
Mechanical Operations	Theoretical Concept
Special Job related	General Knowledge
Short Term	Long Term

Training is a one shot deal where as development is an ongoing and continuous process. It is an initiative taken by the management and result of extrinsic motivation. However, development is result of intrinsic motivation. Training takes care of current requirement and development takes care of future needs. Training is creative process where as development is a proactive process. The following purposes could be met with the help of training and development:-(a) It fills the gap between knowledge of employee and what is required for the job assigned presently.

(b) The employee became more productive and useful in long run.(c) It is mandatory during transfer of the person.(d) It is necessary to make employees mobile and versatile.(e) It is require to take higher responsibilities i.e. after promotion of the employee.(f) It is initially required when an organization recruit employment for performing tasks effectively for better instructions, guidance, coaching etc., as it saves time.

“Training need Assessment (TNA) is also very important because by this only the relevance and validity of the training can be measured(1). Based on TNA, areas of training could be classified in the following categories:-

(a) Knowledge (b) Skill (c) Technical Skill (d) Social skill

Further, various types of training could also be indentified in the following manners:- (a) Orientation training

(b) Job instruction training

(c) Refresher training (d) Apprentices training (e) Vestibule training

### **CURRENT T&D PRACTICES IN THESE FIRMS**

There are various medium scale firms in Hyderabad which are involved in defence stores manufacturing activities. Personnel/employees borne in these firms are having core

competency in their domain area like Mechanical / Electrical / Electronics / Metallurgy, etc. These employees/personnel are totally involved in technical tasks as they have to supply the stores to customers in time and most of the firms do not impart training on soft skills and detail them for attending technical, non-technical, long duration courses, etc. It is very obvious that if they are imparted/involved in T&D activities, their morale, dedication, commitment, sincerity towards firms will be of high standard and it will lead to increased efficiency and effectiveness of firm and in turn productivity will be enhanced. Therefore, T&D processes are directly affect productivity of the firm. This paragraph is applicable wherever these practices are insufficiently undertaken or improperly structured.

### **ISSUES AND CHALLENGES**

The following are issues and challenges in the firms which are involved in defence stores manufacturing in Hyderabad:-(a)

The firm has fear of attrition i.e. if the employees are trained; they will leave the firm for better job.(b)

The firm does not want to incur expenditure on training and development for the reason that either the firm does not cater or considers that the expenditure is unnecessary.(c)

Even if the employees are trained they are assigned other responsibilities for which they are not trained.

### **SUGGESTIONS**

The following are suggested for better Training and Development for enhancement of productivity in the firms:-

(a)

The firms must cater sufficient budget/funds for training and development of the personnel considering that they are the asset to the firms.(b)

Training should be imparted based on training need analysis (TNA) of the firm only.(c)

Once training is imparted to the employee, he/she should be tasked/assigned the same duty for which he/she has been trained.(d) Once training and development activities are imparted/implemented; definitely the employees will be motivated and dedicated and they will not leave the firm due -

(d)

The firm does not want to detail or spare the employee for the training period wherever the training period is very long like one month to 6 or sometime 1 year.(e)

There is a gap between what training is imparted and what is needed in the firm.(f)

Training need analysis (TNA) is prepared without foresightedness approach.(g)

Now a days, in most of the places, HRD does administration related table of the organization.- to its brand name in

other words attrition rate will be reduced.(e) Whatever the strength of employees in the firm at least some part (%age) of the manpower should be trained on technical and administrative/establishment related subjects.(f) Annual training plan (ATP) should be made in a manner so that it incorporates all type of courses viz. technical, non- technical, short and long duration courses.(g) In-house training should be encouraged also because experts have adequate experience on core topics required in the firm.

### RECOMMENDATION

The following points/steps are recommended for better Training and Development for enhancement of productivity in the firms:- (a)

Training and development programme should be part and parcel of the firms and these activities should be given due importance i.e. equal priority should be given.(b)

Human Resource Development (HRD) Department which handles Training and Development activities should be encouraged and all the assistance be it financial or administrative should be provided.

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- There should be separate department for HRD who should be given more responsibilities. There is need to distinguish HRD department and Administration department.(d)
- Annual Training Pan (ATP) for the firms should be in structured form wherever not existing.(e)
- Sufficient funds may be allocated and personnel may also be deputed/spared for the courses.4. I.L. Goldstein (1986), "Training in Organisations: Needs Assessment, Development and Evaluation", Brooks/Cole Publishing company, California.5. Buckley, Roger, Caple, Jim, A., (2000). "A Systematic approach to Training", Kogen, Stylus Publishing Company.6. M. Wills,(1998), "Managing the Training Process: Putting Principles into practices", published by Grover, Aldershot company.7. Internet.

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