



## UNIT IV

# HUMAN RESOURCE MANAGEMENT



## 12

### CHAPTER

## EMPLOYEE TRAINING METHOD

அன்பறிவு தேற்றம் அவாவின்மை இந்நான்கும்  
நன்குடையான் கட்டே தெளிவு.

– குறள் 513



### COUPLET

Let the choice (of a king) fall upon him who largely possesses these four things, love, knowledge, a clear mind and freedom from covetousness.



### Learning Objectives

To enable the students to understand the

- Meaning and definition of training
- Purpose of training or Need for training
- Steps in designing a training programme
- Training methods
- Difference between on the job training and Off the job training
- Benefits of training

### Chapter Synopsis

- 12.01 Purpose of Training or Need for Training
- 12.02 Steps in Designing a Training Programme
- 12.03 Training Method
  - 12.03 (i) On the Job Training
  - 12.03 (ii) Off the Job Training
- 12.04 Difference Between on the Job Training and off the Job Training
- 12.05 Benefits of Training

Each and every organization needs the services of trained persons for performing the better activities in a systematic way. After having selected the most suitable persons for the various suitable jobs in the organization by way of application of scientific techniques, the next task of management should arrange for their proper training. Some employees already have some previous knowledge regarding the jobs, while others may be entirely new to the jobs. Both types of employees need some different kinds of training to acquaint themselves with the jobs.



Training is the act of increasing / enhancing the new skill of problem solving



activity and technical knowledge of an employee for doing the jobs themselves. Training enables the employees to guide their behavior. Training refers to the teaching and learning activities carried on for the primary purpose of helping members of an organization to acquire and to apply the required knowledge, skill and attitudes to perform their jobs effectively and efficiently.

**According to Edwin B. Flippo” Training is the act of increasing the Knowledge and skills of an employee for doing particular jobs”.**

## **12.01 Purpose of Training or Need for Training**

The purpose of Training can be explained as follows

### **i) Improved Quality of Work**

Training helps to focus on specific area and develop employee skills. It enables employee to increase the quality of work carried out by them.

### **ii) Enhance Employee Growth**

Employees who undergo training become good at their job. Imparting new skills helps in performance enhancement of the employees.

### **iii) Prevention of Obsolescence**

Training helps to learn more knowledge regarding the latest technologies and techniques. The employee gets updated with the latest technology and trend. The major purpose of training is to avoid obsolescence.

### **iv) Enlightening New Recruits**

New employee can learn the methods of working, techniques, reporting, related tools and equipment used in the job, the

work culture of the company etc. with the help of training.

### **v) Improved Safety Measures**

Employees gain awareness about the risks involved in job and safety measure to be adopted through a proper training program. This helps to improve safety in the work place and avoid accidents.

### **vi) Motivating Employees**

An employee needs continuous development to move along the career path as per the career planning. Training motivates and instils organizational commitment.

### **vii) Higher Productivity and Profits**

Efficient training improves higher productivity and more profits as the trained employee can apply more skills and techniques at work. It helps them do work at faster rate and complete it with high perfection.

### **viii) Cost Reduction**

Trained employees can utilize the resources in an efficient manner. There is no possibility of wastages of resources and all facilities are used at an optimum level. This will lead to cost reduction.

### **ix) Reduced Supervision**

Trained employees need minimum supervision as they are educated about various aspects of job in detail at the training programme.

### **x) Better Adaptability**

Employees are able to adapt themselves to new technologies and new methods of work which constantly undergoes changes.

## 12.02 Steps in Designing a Training Programme

Training is one of the planned activities to transfer or modify knowledge, skills and attitude. Every training programme must address certain vital issues listed below.



### 1. Whom to Train?

Training department has to determine the candidates for whom the training should be imparted. In other words it should identify whether it is needed for operational level employees or supervisory level employees or executive level.

### 2. Who is the Trainee?

A person who is learning and practising the skills of particular job is called trainee. Trainees should be selected on the basis of self-interest and recommendation by the supervisor or by the human resource department itself.

### 3. Who are Trainers?

Trainer is a person who teaches skills to employee and prepare them for a job activity. Trainers may be supervisor, coworkers, HR staffs, specialists in the other parts of the company, outside consultants, industry association, faculty members of Educational Institutions like University etc. The trainers is otherwise called Instructor, Coach, Teacher, Mentor, Adviser, Counsellor, Guide, Guru, Manager, Handler, Tutor and Educator etc.,

### 4. What Method will be used for Training?

Training segment should decide the appropriate method of training among the various methods of training available.

### 5. What should be Level the Training?

Training department should decide the level of training to be imparted to the employees. Usually introductory training is given to new recruit to sensitize item to various aspects of the work. Middle level employees are given skill development training while higher level training is given for enhancing the functional efficiency of executives.

### 6. Where to Conduct the Training Programme?

The venue of training and duration of training should be fixed based on the availability of other related factors.

## 12.03 Training Methods

Various methods of training are used to train the employees. It is varying from one organization to another. Various factors like skill requirement, qualification of the candidates, cost and time availability and indepth knowledge should be considered before adopting any given method. There are two principal methods of employee training which are used by the organization as given in the figure.

### On the Job Training and Off the Job Training

My employees are my most important assets. When they go home in the evening networth drops to Zero - A software Billionaire in Silicon Vally (USA)



### 12.03 (I) On the Job Training

On the job training refers to the training which is given to the employee at the work place by his immediate supervisor. In an other words the employee learns the job in the actual work environment. It is based on the principle of “Learning by Doing and Learning While Earning”. On the job training is suitable for imparting skills that can be learnt in a relatively short period of time. The following are the on the job training methods.

#### i) Coaching Method

In the coaching method of training, the superior teaches or guides the new employee about the knowledge and skills relevant to a given job. In this method superior plays the role of coach or guide and an instructor. Under this method the superior should point out mistakes/lapses committed by the new worker and also advise the remedial measures, to trainees. The trainees can clear their doubts then and there.





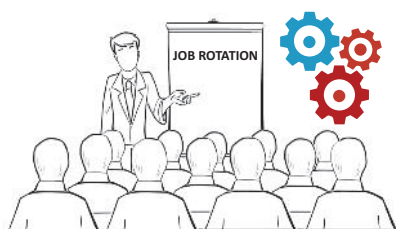
## ii) Mentoring method

Mentoring is the process of sharing knowledge and experience of an employee. The focus in this training is on the development of attitude of trainees. It is mostly used for managerial employees. Mentoring is always done by senior person, it is also one-to-one interaction, like coaching. Besides the mentor is responsible for the providing necessary support to trainees, and feedback on the performance of trainee.

## iii) Job Rotation Method

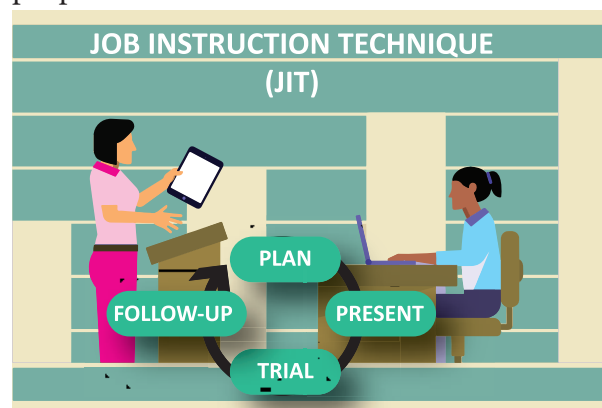
Job rotation is an important method for broadening the knowledge of executives. Under this method a trainee is periodically shifted from one work to another work and from one department / division to another department / division for a particular period of time. The main aim of job rotation is to expose the employee to various inter related jobs.

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## iv) Job Instruction Techniques (JIT) Method:

In this method, a trainer at the supervisory level gives some instructions to an employee to how to perform his job and its purpose.



## v) Apprenticeship Training Method:

The apprentice or trainee learns the job knowledge and skills from the trainer or superior or senior worker. Generally the apprenticeship training is given to the technical cader like that Mechanics, Electricians, Craftsmen, Welders, Fitter etc., This duration of this training programme ranges from one to five years. The trainee gets the stipend during the training period.



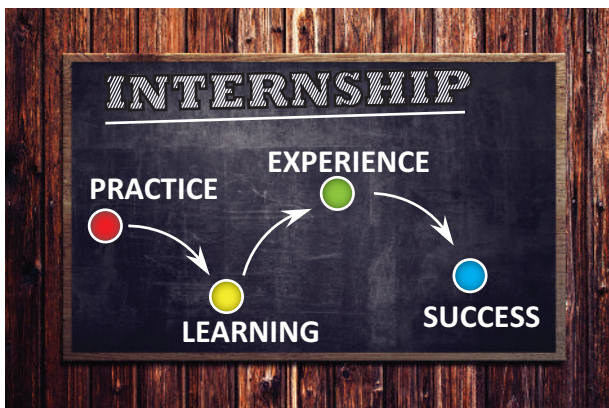
## vi) Committee Assignment:

When employees are assigned to committee to address a particular issue, they are able to work closely with other members and committee leader. They gain more knowledge by observing and participating in decision making process.



### vii) Understudy/Internship Training Method:

A superior gives training to a subordinates or understudy like an assistant to a manager or director. The subordinates learn through experience and observation by participating in handling day to day problems. Basic purpose of internship training is to prepare subordinate for assuming the full responsibilities and duties.



## 12.03 (II) Off the Job Training

Off the job training is the training method where in the workers/employees learn the job role away from the actual work floor. In other words training which is carried out away from your normal place of work. Off-the-job training comprises of a place specifically allotted for the training purpose which may be near the actual work place, where the workers

are required to learn the skills and get well equipped with the tools and techniques that are to be used at the actual work floor.

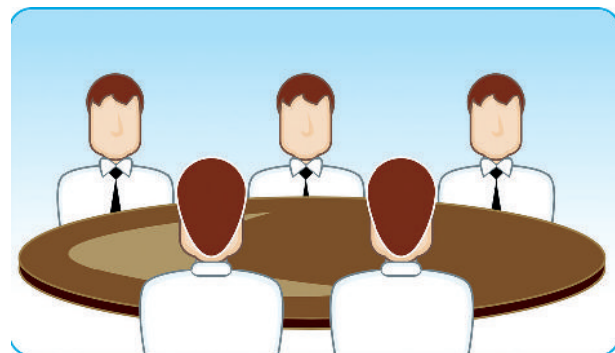
### i) Lecture Method

Under this method trainees are educated about concepts, theories, principles and application of knowledge in any particular area. Trainer may be generally drawn from Colleges, Universities, Consultancies, Institutions, Manufacturing concern, Union etc., They impart training effectively by their oratorical skill, knowledge and practical knowledge using audio visual tools.



### ii) Group Discussion Method

Group of people participate and discuss particular subject or one topic. Under this method participants are divided into various groups. They were provided a particular issue for deliberation. Each groups has to prepare solution after deep discussion with their group members. The group leader has to present the solution to the audience, which will be discussed or deliberated by other groups. Moderator will give final solution after listening to divergent view points.





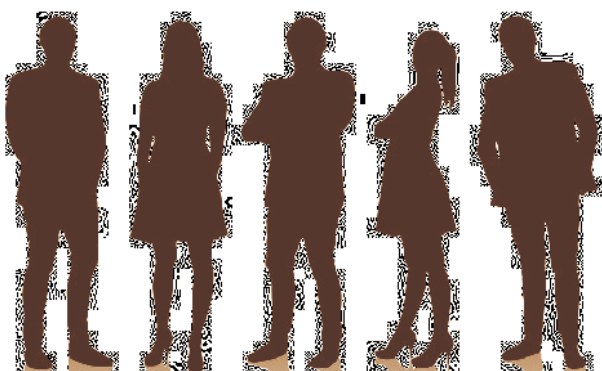
### iii) Case Study Method

Trainees are described a situations which stimulate their interest to find solution. They have to use their theoretical knowledge and practical knowledge to find solution to the problem presented. There is no single solution to the problem. It may vary depending upon view points of trainees. In short, the purpose of case study method is, to make trainee apply their knowledge.



### iv) Role Play Method

Under this method trainees are explained the situation and assigned roles. They have to act out the roles assigned to them without any rehearsal. There are no pre-prepared dialogues. Thus they have to assume role and play the role without any preparation. For example the role of customer and salesman, management and union leader, foreman and worker etc. may be played in the training arrangements. The moderator after observing the role played gives his views to the role players.



### v) Seminar/Conference Method

This method enables the trainees to listen to the lectures / talk delivered on specific topics and provides opportunities to participate, to interact with the speaker and get their doubts clarified or select participants may be allowed to present papers with the audio visual aids as delegates. They share their rich experience at the seminar through their papers. Thus participants can widen and deepen their knowledge by their active participation at the conference. e.g. Doctors conference, Salesman Conference etc., This is one of the oldest method, but still a favorite training method.



### vi) Field Trip Method

A field trip or field work or training in the field is a journey undertake by a group of employees/ trainees to a place away from their actual work site. In other words, trainees are taken to actual workplace/ site/facility to gain exposure and knowledge. They are explained the process of work by supervisor/ manager of the facility visited by the participants. They are free to clarify their doubts from the organization experts. This method helps the trainees to strengthen their theoretical knowledge obtained in a class room environment by practical exposure.



### vii) Vestibule Training Method

Vestibule training is training of employees in an environment similar to actual work environment artificially created for training purpose. This type of training is given to avoid any damage or loss to machinery in the actual place by trainees and avoid disturbing the normal workflow in the actual workplace. It is given to Drivers, Pilots, Space Scientists etc.,



### viii) E-learning Method

E learning is the use of technological process to access of a traditional classroom or office. E learning is also often referred to us online learning or web based training. E learning training courses can save lakhs and lakhs of rupees to an organizations as they no longer have to pay for over time or costly seminar to improve employees skills. Under this type of web based training is anywhere and any time information can pass over the internet.



### ix) Demonstration Training Method

This method is a visual display of how something works or how to do something. Demonstration involves showing by reason or proof explaining or making clear by use of examples or experiments. As an example, trainer shows the trainees how to perform or how to do the task of the job.



### x) Programmed Instruction Method

Under this method, the subject matter to be learnt is presented in a series of units. These units are arranged from simple to complex level. It consists of three parts: Presenting facts, New knowledge and Question and Answer. Trainee has to read the unit understand the concept and take part in self-evaluation exercise. The system provides feedback on the accuracy of response given by trainee. On the successful completion of each and every unit, he/she will go to subsequent level. If they forget, they should go back to original information. If they do not forget the information they are allowed to go to the next step for learning. Programmed instructions is made available in printed form i.e books, table, interactive video and other formats. Besides there are number of other advanced methods of training of the employees which will be taught to students in their higher studies



## 12.04 Difference Between on the Job Training and off the Job Training

The major differences between these two training method is listed below.

Basis for comparison	On the Job Training	Off the Job Training
Meaning	The employee learns the job in the actual work environment.	Off the Job training involves the training of employees out side the actual work location
Cost	It is cheapest to carry out	It requires expenses like separate training rooms, specialist, resources like projectors.
Location	At the work place	Away from the work place
Suitable for	Generally imparted in case of Manufacturing for production related Jobs	Mostly imparted for managerial and non production related jobs.
Approach	Practical approach	Theoretical approach
Principle	Learning by performing	Learning by acquiring knowledge
Carried out	It is carried out by the experienced employee	Training which is provided by the experts.
Deals with	Training is very relevant and practical dealing with day –to –day requirement of job	It can more easily deal with groups of workers at the same time.
Work disturbance	The scope for distractions is more, as there may be noise and disturbances because of working machines, tools and gadgets.	There is no distraction because trainees are away from the actual working environment.
Methods	Coaching, job rotation, apprenticeship, mentoring, under study, job instruction, committee assignment are some of the avenues of on-the job training methods	Role –plays , seminar, lectures, case studies, vestibule field trip programmed instruction demonstration e-learning are some of the off – the job training methods.

## 12.05 Benefits of Training

### (i) Benefits to the Organization

- i) It improves the skill of employees and enhances productivity and profitability of the entity.
- ii) It reduces wastages of materials and idle time
- iii) It exposes employees to latest trends.
- iv) It minimizes the time for supervision.
- v) It reduces the frequency of accidents at workplace and consequent compensation payment.
- vi) It reduces labour turnover of employee
- vii) It improves union and management relation.

## (ii) Benefits to the Employees

- i) It adds to the knowledge skill and competency of employee
- ii) It enables him to gain promotion or achieve career advancement in quick time.
- iii) It improves the employees productivity
- iv) It enhances the morale of the employee.
- v) Employees get higher earnings through incentives and rewards.
- v) It builds up the confidence of employee by changing his attitude positively towards to work
- vi) It enables him to observe safety practices voluntarily during his engagement in dangerous operation

## (iii) Benefits of Customer

- i) Customers get better quality of product/ service.
- ii) Customers get innovative products or value added or feature rich products.

### Key Words

Vestibule training	Mentoring
Job instruction	Field trip
Demonstration	E learning,
Off the job training	On the job training,



### Case Study

Lakshmi is the MD of Aravindh Textile manufacturing company. Her company produces textiles which has a good sales record in Indian market as well as foreign market. Lakshmi plans to buy new tech machineries for his company. But she first decides to give a training program to his employees about the new machineries.

- i) What kind of training program should she provide to his employees and
- ii) What are the benefits does the employees gain from that training program.



### PMKVY?

Pradhan mantra Kaushal Vikas Yojana is a unique initiative by the Government of India that aims to offer 24 lakh Indian Youth meaningful ,industry relevant skill based training. Under this scheme, the trainees will be offered a financial reward and a government certification on successful completion of training and assessment, which will help them in securing a job for a better future. ICA (Infotech Private Ltd.) offers skill based training, under this initiative ,in the following sectors:

- ✓ Agriculture
- ✓ Apparel, Maufacturing Made Ups and Furnishing
- ✓ Leather products
- ✓ Media and Entertainment
- ✓ Handicrafts
- ✓ Telecom

**“Success is 80% Attitude and 20% aptitude”  
(Funmiwale – Adegbite)**



### Exercise



## I. Choose the Correct Answers:

### 1. Off the Job training is given

- a) In the class room
- b) On off days
- c) Outside the factory
- d) In the playground

### 2. Improves Skill Levels of employees to ensure better job performance

- a) Training
- b) Selection
- c) Recruitment
- d) Performance appraisal



3. When trainees are trained by supervisor or by superior at the job is called

- a) Vestibule training
- b) Refresher training
- c) Role play
- d) Apprenticeship training

4. \_\_\_\_\_ is useful to prevent skill obsolescence of employees

- a) Training                      b) Job analysis
- c) Selection                    d) Recruitment

5. Training methods can be classified into \_\_\_\_\_ and \_\_\_\_\_ training.

- a) Job rotation and Job enrichment
- b) On the Job and Off the Job
- c) Job analysis and Job design
- d) Physical and mental

#### Answers:

1	c	2	a	3	d	4	a	5	b
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#### II. Very Short Answer Questions:

1. What is meant by training?
2. What is Mentoring training method?
3. What is Role play?
4. State e-learning method?

#### III. Short Answer Questions:

1. What is vestibule training?
2. What do you mean by on the job Training?
3. Write down various steps in a training programme.
4. Write short note on trainer and trainee.

#### IV. Long Answer Questions:

1. Discuss various types of training. (any 5)
2. What are the difference between on the job training and off the job training? (any 5)
3. Explain the benefits of training. (2 points from each headings)

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