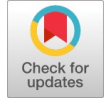# Training and Development Programs: Essential in Augmenting Skills and Abilities Among Human Resources

Radhika Kapur

Abstract: Within different types of organizations, i.e. production, manufacturing, services and so forth, the individuals are required to get enrolled in training and development programs. In these programs, the well-qualified and competent trainers are recruited. They are required to make use of their educational qualifications, skills and abilities in an effective manner. They have one of the major goals of imparting training among human resources in terms of various factors of the organizations. They make use of different types of training methods that are approving to the trainees. The individuals in leadership positions need to ensure, they are putting emphasis on leading to up-gradation of these programs. With advancements taking place and with the advent of technologies, individuals are making use of various types of modern, scientific and innovative methods and materials. Hence, within the course of putting into operation their job duties, they get enrolled in training and development programs. These are facilitating in imparting information regarding these methods and materials. Furthermore, human resources need to make sure, they acquire an efficient understanding of the concepts and make use of these in an effective manner. Therefore, it can be stated, training and development programs are essential in augmenting skills and abilities among human resources. The main concepts that are taken into account in this research paper are, understanding the meaning and significance of training and development programs, objectives of training and development programs, factors highlighting the need for training and development programs and training methods and techniques.

Keywords: Abilities, Human Resources, Methods, Organizations, Skills, Techniques, Training and Development Programs, Up-gradation

I. INTRODUCTION

The human resources are regarded as the assets of the organizations. They are required to make use of their skills and abilities in doing well in their job duties, achieving organizational goals and leading to up-gradation of overall structure of the organizations. When the human resources get recruited within the organizations, they are required to get enrolled into training and development programs (Raluca, 2020).

The main objective of these programs is to augment information in terms of different types of factors, i.e. goals, objectives, mission, purpose, job duties, responsibilities, methodologies, procedures, techniques, resources, infrastructure, amenities, facilities and overall environmental conditions. The individuals in leadership positions are to recruit well-qualified and experienced trainers. They are required to make use of appropriate training methods and materials, which would be facilitating in generating information among trainees in a well-organized and satisfactory manner. Therefore, training and development programs are regarded as vital in order to lead to progression of human resources and overall structure of the organizations.

Bringing about improvements in productivity and profitability is regarded as one of the primary goals of mainly production and manufacturing organizations. Hence, through getting enrolled in training and development programs, individuals will generate information in terms of different types of methods and procedures, which would be facilitating in meeting the expectations of individuals in leadership positions. The training and development programs are directly connected to business objectives and performance of the organizations. The human resources need to be well-prepared (Responsibility, 2020). They need to be well-informed in terms of different objectives of the organizations. One of the important aspects that needs to be taken into account is, individuals need to promote enhancement of motivation and concentration levels towards implementation of job duties and responsibilities. Hence, the training and development programs are regarded as worthwhile and efficacious in leading to up-gradation of motivation and concentration levels. Therefore, it is of utmost significance to acknowledge the importance of training and development programs. Furthermore, leaders need to make efforts in order to promote their enrichment.

A. Understanding the Meaning and Significance of Training and Development Programs

As a consequence of leading to up-gradation of different types of skills and abilities, individuals need to put in their best efforts in order to carry out all types of job duties and responsibilities in a well-ordered manner. When the individuals get recruited within the organizations, the work experience is regarded as one of the essential job requirements, which needs to be taken into account.

Through getting enrolled in training and development programs, one will be able to generate information in terms of different types of tasks and strategies, which needs to be put into operation in an adequate manner. In order to hone competencies and utilize these in a productive manner, one needs to get enrolled in training and development programs.

The liberalization of the economy has brought about changes within the environmental conditions of the managers and the workforce. Furthermore, organizations are required to gear up all their resources towards the well-defined market-orientation strategies, human resource development, research and development and technology up-gradation. Hence, it is necessary for the employees to work under the supervision of trained and developed executives. Therefore, individuals are able to acquire an efficient understanding of meaning and significance of training and development programs, when these are facilitating in leading to up-gradation of competencies and abilities among human resources.

The training and development programs are directly connected to business objectives and performance. In other words, individuals are required to augment information in terms of techniques, which are essential in enhancing performance and achieving business objectives. The training and development programs can be short or long term. These are organized within and outside the organizations. Furthermore, they can take various forms. These programs are focused towards setting of tangible objectives for the employees and are part of company policy. It is necessary for the workforce to lead to up-gradation of motivation and concentration levels towards tasks and activities. As a consequence, their mind-sets will get stimulated and they will possess the abilities to work under stress.

The human resources are required to ensure that proper functioning of the organizations takes place in a satisfactory manner. Furthermore, the human resources need to progress. The progressions of human resources are regarded as vital in carrying out all types of tasks and activities in a well-organized and regimented manner. The training and development programs are considered vital in honing confidence levels among individuals. Furthermore, they will be able to overcome the feelings of apprehensiveness and vulnerability. Therefore, one is able to acquire an understanding of meaning and significance of training and development programs, when these are approving in leading to up-gradation of motivation and concentration levels.

The individuals, belonging to all job positions in the hierarchy of the organizations get overwhelmed by different types of dilemmas and challenging situations. The various areas in terms of which these take place are, job duties, responsibilities, methodologies, procedures, techniques, work pressure, lack of implementation of time-management skills, lack of analytical, critical-thinking and problem-solving skills, unawareness in terms of various factors, scarcity of financial, human, technical, material and information resources, lack of infrastructure, amenities and facilities and so forth. The influence of all types of problems is in a major or minor form. Hence, it is of utmost significance for individuals to ensure, they prevent all types of problems from giving rise to impediments within the

course of putting into operation different types of tasks and activities.

Through getting enrolled in training and development programs, individuals are able to hone problem-solving skills. These are the skills, which are facilitating in identifying the causes of problems. Furthermore, these are prevented from assuming a major form. Hence, training and development programs are facilitating in possessing the abilities to work under stress. The individuals ensure, they are putting into operation their job duties and responsibilities in a suitable manner. Furthermore, they need to be determined towards achievement of all types of professional goals. Therefore, an understanding of meaning and significance of training and development programs is acquired when these are encouraging in honing problem-solving skills among workforce.

B. Objectives of Training and Development Programs

The individuals in leadership positions need to pay attention towards promoting enhancement of training and development programs. The primary objective of these programs is to augment information among human resources in terms of number of factors of the organizations (The Benefits of Workshops, n.d.). Hence, through getting enrolled in training and development programs, individuals will generate information in terms of different types of methods and procedures, which would be facilitating in meeting the expectations of individuals in leadership positions. The training and development programs are directly connected to business objectives and performance of the organizations. When conducting research on training and development, it is necessary to generate information in terms of objectives of training and development programs. These are stated as follows:

1. Generating information regarding organizational goals and objectives.
2. Being aware of mission and purpose.
3. Imparting information regarding job duties and responsibilities.
4. Imparting knowledge regarding methodologies and procedures.
5. Utilizing modern, scientific and innovative methods and materials.
6. Inculcating the traits of morality and ethics.
7. Implementing the traits of diligence, resourcefulness and conscientiousness.
8. Augmenting different types of skills and abilities.
9. Forming positive viewpoints in terms of various factors and individuals.
10. Reinforcing a constructive approach.
11. Putting in efforts to one's best abilities.
12. Possessing the abilities to work under stress.
13. Coping with various types of problems and challenging situations
14. Making wise and productive decisions.
15. Taking out sufficient amount of time for all job duties.

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16. Honing analytical and critical-thinking skills.
17. Understanding significance of teamwork.
18. Promoting well-being of workforce and organizations as a whole.
19. Forming cordial and amiable terms and relationships with each other.
20. Creating an amiable and pleasant environment within workplace.

C. Factors highlighting the Need for Training and Development Programs

The training and development programs are considered important not only from the point of view of organizations, but from the point of view of employees. They acknowledge the meaning and significance of training and development programs throughout their jobs, just because these are facilitating in leading to up-gradation of different types of competencies, abilities and aptitude. The individuals are required to make sure, they are making use of these in a moral and ethical manner (The Advantages of Democratic Leadership in the Workplace, 2017). Furthermore, implementation of traits of diligence, resourcefulness and conscientiousness will be facilitating in doing well in one's job duties and achieving desired goals.

Furthermore, one will be able to meet the professional requirements of individuals in leadership positions. The individuals need to acquire an efficient understanding of the needs for training and development programs throughout their jobs. As a consequence, they will work efficiently in promoting their enrichment. In addition, one will be able to augment their awareness, which is necessary in carrying out their tasks and activities in a well-organized and satisfactory manner. In this manner, overall structure of the organizations will be enhanced. Therefore, factors highlighting the need for training and development programs are changing technology, demanding customers, productivity and profitability, motivation and stimulus, accuracy of output and management and administration. These are stated as follows:

II. CHANGING TECHNOLOGY

With advancements taking place and with the advent of modernization and globalization, changes are being brought about in different types of technologies. The individuals, belonging to all fields are required to make use of different types of modern, scientific and innovative methods and materials. The utilization of these would be facilitating in carrying out all types of tasks and activities in a well-organized manner. Furthermore, one needs to acquire an efficient understanding of the concepts and get engaged in regular practice. This is regarded as the key in doing well in one's job duties and achieving desired goals. In addition, it is necessary for all members to lead to up-gradation of confidence levels. Furthermore, they need to overcome the feelings of apprehensiveness and vulnerability. These are regarded as the key in generating information in terms of new methods, approaches and techniques. The utilization of technologies has enabled the individuals to depict efficiency and resourcefulness in the implementation of tasks and activities. Therefore, changing technology is regarded as one

of the indispensable factors highlighting the need for training and development programs.

A. Demanding Customers

In the present existence, there has been an increase in the demand of the customers. The customers make the demand for various types of modern, scientific and innovative products and services. Hence, within the course of implementation of their job duties, the individuals get enrolled in training and development programs. These programs are focused towards imparting information among individuals in terms of various types of modern, scientific and innovative methods and materials. The individuals are required to augment their information in terms of different types of these methods and materials. In addition, these are facilitating in meeting the expectations of individuals in leadership positions. Furthermore, one is able to lead to up-gradation of overall structure of the organizations. In addition, all the members will render an important contribution in meeting the needs and requirements of customers. In this manner, one will be able to lead to an increase in productivity and profitability. Therefore, demanding customers is one of the significant factors highlighting the need for training and development programs.

B. Productivity and Profitability

Bringing about improvements in productivity and profitability is regarded as one of the primary goals of mainly production and manufacturing organizations. On the other hand, in other types of organizations as well, individuals need to be productive. This will open the room for leading to an increase in profitability. Hence, through getting enrolled in training and development programs, individuals will generate information in terms of different types of methods and procedures, which would be facilitating in meeting the expectations of individuals in leadership positions. The training and development programs are directly connected to business objectives and performance of the organizations. The human resources need to be well-prepared. They need to be well-informed in terms of different types of objectives of the organizations. One of the important aspects that needs to be taken into account is, individuals will be able to lead to an increase in productivity, when they are wholeheartedly committed towards achievement of this goal. Therefore, productivity and profitability is an eminent factor highlighting the need for training and development programs.

C. Motivation and Stimulus

The human resources are required to ensure that proper functioning of the organizations takes place in a satisfactory manner. They need to lead to up-gradation of motivation levels towards implementation of tasks and activities. In this manner, the mind-sets of the individuals will be stimulated and they will render an important contribution in carrying out their job duties and responsibilities in a satisfactory manner. Furthermore, the human resources need to progress.

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The progressions of human resources are regarded as vital in carrying out all types of tasks and activities in a well-organized and regimented manner. The training and development programs are considered vital in honing confidence levels among individuals. Furthermore, they will be able to overcome the feelings of apprehensiveness and vulnerability. This will open the room for individuals to lead to their progression and enhancement of overall structure of the organizations. Hence, throughout the job duties of individuals, they need to acknowledge the meaning and significance of motivation and stimulus. Therefore, motivation and stimulus is an expedient factor highlighting the need for training and development programs.

D. Accuracy of Output

Trained workforce is able to meet the job requirements in an effectual manner. There are numerous types of jobs, which require generation of output. The outputs are in different forms. In some cases, it is in the form of goods produced, in other cases, meeting with the clients for carrying out the surveys, whereas, in other cases, they need to pay attention towards the sales that has taken place. In other words, increase in sales is regarded as one of the vital outputs. The training and development programs make provision of room for individuals to reinforce the traits of efficiency, honesty and truthfulness. In this manner, individuals will understand that products and services are of good-quality and useful. Accuracy of output takes into account number of factors, i.e. financial management, reduction in wastage of materials and other resources and members are able to acquire an efficient knowledge in terms of accurate implementation of managerial functions. Training and development programs are regarded as vital for not only growth and development of workforce, but for management of the organization. Therefore, accuracy of output is a renowned factor highlighting the need for training and development programs.

E. Management and Administration

Training and development programs are facilitating in carrying out management and administration of the overall organizations in an effective manner. The managerial functions of planning, organizing, directing, controlling, co-ordinating, staffing, leading and negotiating are regarded as the key in promoting enhancement of training and development programs. The management has to pay attention to numerous areas, i.e. salaries, reimbursements, incentives, handling grievances of the employees, leaves, conflicts, disputations, overall environmental conditions and so forth. Furthermore, the management and administration are required to put emphasis on leading to up-gradation of different types of skills and abilities. These need to be put into operation in a satisfactory manner in order to promote enhancement of training and development programs. The trainers will be able to carry out their tasks and activities in a satisfactory manner. On the other hand, through getting enrolled in training and development programs, individuals will be able to hone their skills and abilities. Furthermore, honing of listening skills is facilitating in augmenting information in carrying out all types of tasks and activities in a well-organized manner. Therefore, management and

administration is a prominent factor highlighting the need for training and development programs.

F. Training Methods and Techniques

The different types of organizations develop different types of training methods and techniques. The primary objective of these is to impart information among human resources in terms of various factors of the organizations. Furthermore, the trainers are required to utilize the training methods and materials in such a manner, which would be facilitating to the human resources and overall organizations (Organizing Training Workshops and Seminars, 2010). One of the important aspects that needs to be taken into account is, positivity needs to be reinforced in all types of training methods and techniques. Furthermore, individuals are required to reinforce the traits of honesty, efficiency and conscientiousness. These traits are regarded to be of utmost significance in carrying out their tasks and activities in a well-organized and satisfactory manner. Each organization is required to make selection of the methods that are pertinent to the training needs and requirements. Therefore, different types of training methods and techniques have been stated as follows:

III. LECTURE METHOD

The lecture method is the method, when the trainer is imparting information among trainees in terms of different types of subjects and concepts. The trainers and trainees are communicating with each other face to face. The trainers are making use of dark-coloured or light-coloured boards in imparting information in terms of different types of subjects and concepts. One of the important benefits is, this method is facilitating in encouraging question and answer sessions. The trainees are able to put forward questions before trainers and they are imparting information in terms of answers. The face to face communication is facilitating in augmenting information in terms of various types of subjects and concepts. Furthermore, trainers and trainees are able to work in co-ordination with each other in carrying out all types of job duties and responsibilities in a well-organized manner. Therefore, lecture method is regarded as one of the indispensable training methods, which is facilitating to the trainees on a comprehensive basis.

A. Coaching

Under the method of coaching, the supervisor imparts information in terms of knowledge and skills to his subordinates. The primary objective of coaching is to bring about improvements in the job performance of the individuals. The superiors and subordinates are required to make sure, they are developing mutual understanding with each other. This is essential in carrying out all types of tasks and activities in a well-organized and satisfactory manner. The emphasis is put on the strategy of learning by doing in terms of providing coaching and instructions to his or her subordinates. Coaching is referred to the method of putting emphasis on identifying the weaknesses among subordinates and making corrections.

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This method is regarded as much effective, when superiors have sufficient amount of time in providing coaching to his or her subordinates. When the employees are wholeheartedly committed towards the performance of job duties and responsibilities, they need to be well-informed in terms of different types of methodologies and procedures. Therefore, coaching is one of the significant training methods, which is facilitating to the trainees on a comprehensive basis.

B. Role-Playing

In case of role-playing, individuals are given a situation and they are asked to assume the roles of characters that are part of the situation. When they are given roles of different characters, they are asked to act out the roles. In this manner, they are able to acquire an adequate understanding of the situation and improve their learning. This method is primarily suitable in bringing about improvements in communication skills and interactive abilities of the individuals. The individuals, belonging to all job positions are required to communicate and deal with others in carrying out their tasks and activities in a satisfactory manner. The individuals in most cases enjoy the method of role-playing. In other words, they incur the feelings of pleasure and contentment. Through this method, individuals are able to generate information in terms of ways of implementing effective communication processes with others and acting. This is the method, which is facilitating in leading to up-gradation of motivation and concentration levels towards putting into practice various job duties and responsibilities. Therefore, role-playing is an eminent training method.

IV. UNDERSTUDY

In the method of understudy, superior provides training to the subordinate as his understudy or assistant. The subordinate learns through experience or observation. This method prepares the subordinates to assume the job duties and responsibilities of his superior. This is in case, when superior leaves the organization. The subordinate chosen for understudy is selected as the heir apparent. Furthermore, his future depends on what happens to his superior. The main purpose of understudy is to fill the vacancy, which is caused by certain factors, i.e. death, retirement, promotion or transfer of the superior. Hence, for the purpose of taking the job position for the future, the subordinates are required to prepare themselves well. In other words, they are required to be well-informed in terms of different types of job duties and responsibilities. Furthermore, generation of information in terms of methods and procedures, will be facilitating in carrying out different types of tasks and functions in a well-organized manner. In this manner, they are able to put into practice what they have learned. Therefore, understudy is an expedient training method.

A. Job Rotation

The purpose of job rotation is to widen the background of the trainees in terms of various other job positions. Whether the organizations are large or small in size, the employees are required to possess the information not only in terms of their departments and personnel, but also in terms of other departments and members of the organizations. The trainee is periodically rotated from one job to another, instead of just being in a particular job. In this manner, he will be able to acquire an understanding in terms of other jobs. As a consequence, the trainer is likely to become more informative. Furthermore, they will be able to render an important contribution in leading to up-gradation of different types of skills and abilities. Job rotation enables the individuals in acquiring a general background of different types of job duties and responsibilities. However, the rotation of the employee from one job to another should not be done on frequent basis. He should be allowed to stay within the job for sufficient period of time, so he may acquire satisfactory information in terms of the job. Therefore, job rotation is a prominent training method.

B. Incident Method

The preparation of incidents takes place on the basis of actual situations. The situations and incidents that the individuals have undergone in their lives are taken into consideration in this case. The different types of incidents are taken into account, which are favourable as well as unfavourable. One needs to make wise and productive decisions in terms of different types of incidents. The main objective is to make wise and productive decisions in terms of various areas. The individuals are judged on the basis of decision-making skills. They need to understand that the decisions made need to be favourable to themselves as well as other members. Furthermore, trainees are developed in terms of intellectual abilities, practical judgment and social awareness. There is a strong correlation between this method and job requirements of the individuals. With the main purpose of performing their job duties well, they are made to experience this type of training method. The trainees are made to understand that they learn through experiencing different types of incidents. Therefore, incident method is a productive training method.

C. In-Basket Method

In this method, at the initial stage, the trainees are imparted information in terms of organization, products, services, departments, personnel and other areas. The possession of information in terms of these methods is essential in leading to progression of oneself and overall organizations. The trainees need to acquire an efficient understanding of the roles, job duties, and other functions that the organizations. Furthermore, all the members are required to generate awareness in terms of goals and objectives. The abilities that are developed through this method are, situational judgement in being able to recall the details, establish priorities, interrelate items and determine the need for more information. As a consequence, all the members are able to inculcate the traits of morality, ethics, diligence and conscientiousness. These are facilitating in doing well in one's job duties, achieving desired goals and meeting the expectations of individuals in leadership positions. Furthermore, they will be able to lead to up-gradation of overall structure of the organizations. Therefore, in-basket method is a notable training method.

D. Business Game

In this method, trainees are divided into groups or different teams. Each team has to discuss and arrive at the decisions related to subjects, such as, production, pricing, research, expenditure and so forth. They need to assume themselves to be the management of the organization. The other teams assume themselves as competitors and response to the decision. This immediate feedback provides help in conducting an analysis of the performance of each team. The team's accommodating and supportive decisions promotes interaction among participants on a comprehensive basis. Furthermore, they gain the experience in the co-operative group process. This renders an important contribution in development of the organizational ability, rapidness of thinking, leadership qualities and ability to work under stress and anxiety. Hence, in this manner, individuals are rendering an important contribution in achieving organizational goals and objectives. As a consequence, individuals will render an important contribution in promoting enhancement of overall structure of the organizations. This signifies that individuals will lead to up-gradation of motivation and concentration levels towards implementation of tasks and activities. Therefore, business game is a noteworthy training method.

E. Sensitivity Training

The primary objective of sensitivity training is the development of awareness and sensitivity in terms of the behavioural patterns of oneself and others. This development results in the augmentation of openness of the individuals with others. The individuals through this method are able to develop more confidence among themselves. In this manner, they are rendering an important contribution in putting in efforts to their best abilities in carrying out different types of job duties and responsibilities in a satisfactory manner. Furthermore, they are rendering an important contribution in overcoming the feelings of apprehensiveness and vulnerability. The other areas are, development of concern for others, increased tolerance for individual differences, less ethnic prejudice, understanding of group processes, improved listening skills and augmentation in trust and support. It develops managerial sensitivity, trust and respect for other individuals. On the contrary, it attracts emotional cost from the managers and administrators on a comprehensive basis. One of the important benefits is, individuals will be able to achieve professional goals in a well-organized and suitable manner. Therefore, sensitivity training is an important training method.

F. Simulation

This is the method, which is based on the situation. In this method, the situation is moulded and changes are brought about in such a manner, so that it resembles the actual situation. In other words, genuineness is required to get depicted in the situation. In this method, trainees experience the feeling that he is encountering those situations in reality. They are asked to assume a particular role in terms of a situation. Furthermore, they are required to provide solutions to different types of problems by making wise and productive decisions. Feedback is given immediately on the basis of performance of the trainees. The feedback is given in a verbal and written form. The major advantage of this method is, trainees are able to hone their decision-making skills. As a consequence, they are able to make wise and productive decisions in terms of various areas. The development of motivation levels towards the implementation of job duties and responsibilities require the individuals to make wise and productive decisions. Therefore, simulation is an advantageous training method.

V. CONCLUSION

The training and development programs impart information regarding different factors among workforce. Factors highlighting the need for training and development programs are changing technology, demanding customers, productivity and profitability, motivation and stimulus, accuracy of output and management and administration. Training methods and techniques are, lecture method, coaching, role-playing, understudy, job rotation, incident method, in-basket method, business game, sensitivity training and simulation. Finally, it can be stated, up-gradation of training and development programs are essential in leading to progression of the organizations.

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