

THE RATIONALE FOR TRAINING AND DEVELOPMENT IN CONTEMPORARY ORGANIZATIONS

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INTRODUCTION

Training is defined as any attempt to improve employee performance on a currently held job or one related to it. This usually means changes in specific knowledge, skills, attitudes or behaviors. To be effective, training should involve a learning experience, be a planned organizational activity and be designed to meet the goals of individual employees. It usually implies preparation for an occupation or for specific skills. It is narrower than development.

Development refers to learning opportunities designed to help employees grow. The focus of development is in the long term to help employees prepare for future work demands or career goals while training focuses on the immediate period to help for any current deficit in employees' skills.

RATIONALE

Surveys indicate that training and staff development are the leading issues for most personnel departments. Staff training is an element in raising morale because it sounds out people for possible future promotions. The aim should be to train and develop each employee so far as possible even if that means running the risk of losing them to other organizations. This growing awareness of the importance of training and development over the past decades is also supported by reports that employees were spending more in aggregate terms on these activities.

Technological developments and organizational change have gradually caused some employers to realize that success lie in the skills and abilities of their employees thus this means considerable and continuous investment in training and development. This has been brought to light by the rise in human resources management, with its emphasis on the importance of people and the skills they possess in enhancing organizational efficiency. Such human resource management concepts such as "commitment" to the company and the growth in the "quality" movement have promoted senior management teams to realize the increased importance of training, employee development and long term education intended to mean basic instruction in knowledge and skills designed to enable people to make the most of life in general. There has also been increased recognition of the need to complement the qualities of employees with the needs of the organization. Such concepts require not only careful planning but also greater emphasis on employee development. Thus human resources

development is seen as one of the major keys to the success of the organization and is emphasized at all levels. Human resources development program are continuous and shaped to fit the cultural changes in the organization in relation to the individual's needs. In this way, training and human resources development become tools for effecting change.

CONCLUSION

The most effective companies look at training and career development as an integral part of a Human Resources Development program carefully aligned with corporate business strategies. They have come to view training as a key to organizational survival and success. It has been used as corrective measures or action to restore any imbalance between actual and standard performance. The suggestion is continual training for employees. More so, human resources are the most dynamic of all the organization's management if they are to realize their full potential in their work. Training and development therefore constitute an important part of the issues faced by management today.

Management requires training and development. This will involve training for new managers, further development and training for management, management successions and the development of potential managers. Training and development therefore constitutes a worth while investment decision and operation in contemporary organizations.