

Managing Workforce with Effective Training and Development Strategies

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Abstract

Workforce Training and Development (WTD) is a critical aspect for manufacturing and service organizations of public and private sector in India. This paper analyses the effect of workforce training and development and its impact on constant growth of organizations in both the sectors. We have used extensive case studies of Indian manufacturing and service based organizations for exact findings and conclusions. The database comprises diverse waves of separate work on Effective Training and Development strategies, which is extremely useful for constant growth (CG) of an organization.

Stability of workforce in the organization for a maximum duration itself, is the sign of continuous development of an organization. In the current era of globalization, retention of workforce is a big challenge for every organization and hence literature suggests various strategies for managing workforce with effective training and development model in an organization.

Herein, we are trying to provide separate structure of Effective Training and Development for workforce involved both in private and public sector in India. Our research results reveal that WTD positively affects the probability of continuous growth of various organizations, however difference occurs in private and public sector. Finally, when we studied the impact of managing workforce training and development of both the sectors, quintile estimations shows that WTD can give new heights to the organization.

Keywords:

Managing Workforce, Training & Development Strategies, continuous growth

1. Introduction:

Importance of developing employees can well be highlighted from the following Chinese saying “If you wish to plan for a year sow seeds, if you wish to plan for ten years plant trees, if you wish to plan for a life-time develop men”. Workforce development is not only the processes where, people learn the skills, update knowledge, develop attitude and behaviors required to perform their jobs effectively. Workforce development is a continuous progress of intellectual and mental agreement and dedication towards organization’s objectives. Current human resource development (HRD) has traditional focus on employees training and development which is targeting employee competency, commitment and culture. On the other hand effective training and development involves more than that. The patterns also show a discrepancy, depending upon the business structure like public, private, manufacturing, service etc. In this literature, we are considering maximum numbers of factors which concern with an individual’s and organizational growth.

2. Study Objectives:

1.1 To find out, whether Traditional Training & Development (TTD) methodology is sufficient for managing workforce or we need to look for some advanced techniques for future challenges in public and private sector.

1.2 To understand future needs of Effective Training and Development (ETD) for managing workforces working in different organizations.

3. Literature review:

Recent studies in managing workforce are taking various dimensions as per the requirements of business. In the views of researchers, developing competence, commitment and the capacity for change is not easy because it involves managers and work-forces thinking and acting in new ways¹ [Neil McEwen, Colin Carmichael, David Short and Ashley Steel (1988)]. If we take the people framework in an organization, which plays a vital role in building result oriented and effective manpower participation, a standard strategy will be a content of Effective Leadership(EL), two way Involvement & Communication (IC), Effective training & Development (ETD), Effective Performance Management (EPM), Rewards & Recognitions, and Finally Employee First Policy(EFP). Although, there are many definitions and explained strategies for managing workforce existing in literature, there is no common acceptable work in the field because of variation in business areas.

By considering business strategies and available work on training and development,

knowledge gaps indicate further strategic challenges for researchers in the family business field, both theoretically and empirically, where these two levels of analysis are mutually linked² (Chiara Mazzi, 2011). Thus, for fulfilling the knowledge gap, creating objective oriented workforce and dealing with managing workforce and social challenges in the business ETD model is very supportive, viz; to deal with factor like ageing workforce, in consideration with this, organizations should elaborate an effective resource management system, to focus on age management issues³ (Rūta Čiutiene, Rasa Railaite, 2014). Herein, two aspects are very interesting to see in this literature, one is why cultivation is important in human support of an organization? Second is how to nurture it for achieving maximum organization objectives? Both are major challenges for managing workforce.

4. Methodology and procedure of Work:

Interviews were carried out with 100 respondents who are closely involved with managing various training and development of employee/manager/policy maker in various business fields of public and private sectors. All these organizations consists of large number of workforce in the range between 300-1000 per sample, performing various functions like manufacturing, marketing, services, research, customer support, coordination, labor management etc. Some of the samples from public sector were from academic institutions, R& D units, Public service department etc. By seeking their views on TTD and ETD for managing workforce perceived opportunities to develop an advanced technique of training and development.

The geographical area covered under this research was public and private sector enterprises around Pune division. We took interviews of HR heads/managers/supervisors/workers of various industries and public service departments. The data generated from all these interviews is categorized in Table 1 in following two phases listed below:

Phase I:

- i) Level “A”: Skill worker or task performers (Direct employees)
- ii) Level “B”: Immediate supervisors (Jr. Supervisors/Sr. Supervisors)
- iii) Level “C”: Middle Level managers (Asst. Director/Asst. Manager/Manager etc)
- iv) Level “D”: Top Level Managers (CEO/Heads/Chairman/Director/Officers under state & central services)

Phase II:

Direct/telephone interviews with various courses and trainings instructors, coordinators, speakers, faculties and lecturers of reputed training providers spread all over India.

Number of Direct/Telephone Interviews Conducted

Phase	Level	Public Sector	Private Sector	Total
I	Level "A"	20	20	40
	Level "B"	10	10	20
	Level "C"	06	06	12
	Level "D"	04	04	08
II	All together	10	10	20
Total		50	50	100

Table 1: Interviews conducted with various Organization's Personnel

As mentioned in Table 1 above, it outlines the numbers interviewed and classifies them using its sector and respondent's business level and involvement status in day to day business operations. It is recognized that every group has played an important role but not all could be interviewed face to face due to limitation of time and availability of the personnel's. The discussion topics and question were completely focusing on TTD and ETD.

5. Analysis of Data:

In the phase one, out of 80 positive respondents 40 were classed as Skilled workers or task performers (direct employees), 20 were as immediate supervisors, Junior Supervisors, Senior Supervisors, quality or work supervisor etc., 12 were as Middle Level Managers like Assistant Managers, Assistant Director/Assistant HR Heads, Assistant HR Manager etc., 08 as business head and core decision maker of those organization viz. CEO/Head/Chairman Director/Officers under state & central services. This group was very important because of their wide exposure in the field and valuable thoughts and suggestions on existing structure of workforce management and further needs in the field.

In the phase two, all 20 respondents were instructors, coordinators, speakers, faculties and lecturers of reputed training providers, HRD firms and manpower managing institutions spread all over India. The respondents expressed their ideas on Traditional Training & Development (TTD), Training & Development Requirements, Future Challenges in Training and Development and Role of Effective Training & **Development (ETD)**.

In this entire process, some barriers and opportunities are also identified, maximum number of views reported/expressed here is that, "there is substantial requirement of advanced

training and development strategies for managing workforce to deal with future challenges in public and private sectors.” Some of them were of the views that “there should be positive coordination and competition between both the sectors for achieving new height of development.” Very few contradictory observations expressed in few samples due to variation in area of work or field where people were involved, also few people were emphasizing on different areas of main concern. The following subsections summarize flow of discussion held during interviews at all level mentioned in Table 1.

6. Traditional Training & Development (TTD):

During validating our research work, we studied on various existing methods of training and development like presentation method, hands on method, group building methods etc, and questions were framed accordingly to examine its role in future business challenges. Maximum numbers of respondents have given their valuable views on existing training methods. Most of the business leaders of level C, D (Phase-I) and All Together (Phase-II) (as mentioned in Table:1) felt that TTD is mainly focusing on work related knowledge rather than practical hands on the tasks, and also opine that the knowledge imparted throughout these methods should be translated into action.

It was also suggested that, there should be a balanced module of training and development which should cover overall development of organization. The TTD module provides primary objective or understanding of the organization. The ongoing vast change in business expectations, lifelong stability and continuous growth leads to imbalance situation within the organization and thus continuous growth of the organization is not observed. Strategic factors like role clarity, active participation, effective business communication, supportive coordination, performing leadership, role guidance & motivation are not included in the TTD module. It was suggested by most of the respondents that, there is a need of an advanced training and development module for balancing important factors concern with workforce management. It was also suggested by several respondents that the cultivation of TTD is prime important for dealing regular challenge in both public and private sectors.

7. Effective Training & Development (ETD):

By considering priorities, suggestions, practical experience, site work, data generated throughout during the research activities, it has been observed that, there is huge scope and need for advanced training and development strategies to create a continuous performing battle force for future challenges in coming era.

As mentioned in Table: 1, it has been observed that, most of the organizations are having sufficient workforce as compared to availability of existing work, however in few cases some lacunae exists. Maximum numbers of organizations in public sectors are practicing TTD with specific focus to the job work. In the private sectors it has been observed that few practical aspects are included to enhance and manage their workforce for further needs. However, there is always a scope for improvement towards continuous growth and achieving excellence in the business. Herein, we are working on ETD which will help all type of business structures either private or public sector leading to organizational growth.

7.1 The concept of ETD:

As mentioned in Para. 6, TTD have limitations which may decrease growth rate of the organization, hence, with the help of ETD we are trying to build certain strategies of training and development for management of workforces. ETD can be explained as, “A two way process along with advanced training methodology which is summation of role clarity, active participation, effective business communication, supportive coordination, building knowledge, culture, relation factors of an individual and also the effort taken by both employee and employer towards the development of personal and organizational growth factors respectively.” Effective Training and Development consist of the two important parameters: (i) Effective training policy and (ii) Separate but unbiased development system for both employee and employer.

7.2 Model of ETD Strategies: A suggested approach

ETD model encompasses of both employee and employer, the key support system within an organization. The ETD strategies are implemented under the effective leadership of the employer. The employees while working together under the guidance of the employer, develops a sense of belongingness and are highly motivated. They establish empathy towards each other leading to synergy within the organization. Under the active coordination of the employers, the employees are focused and clear about their goals to be achieved. The employees become competent enough and remain committed to the organization with such type of participative environment. Such a supportive coordination will enhance synergetic work culture leading towards organizational excellence.

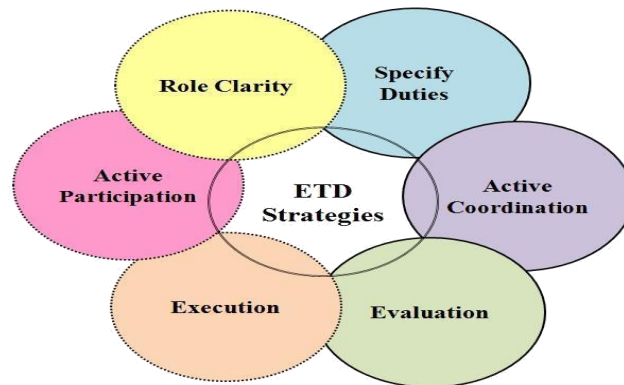


Figure.7.1: Employee Training & Development Model

8. Inferences and Recommendations:

This paper analyses the effect of workforce training and development and its impact on constant growth of an organization in Public and Private sectors. Effective training strategies help in retaining stability of maximum workforce within the organization which in itself is the sign of continuous development of an organization.

Current human resource development (HRD) has traditional focus on employees training and development which is targeting employee competency, commitment and culture only, on the other hand effective training and development involves role clarity, active participation, effective business communication, supportive coordination, performing leadership, role guidance & motivation.

Thus, ETD strategies perform better than existing structure of T&D which is used in business organizations. It is more efficient and effective leading to increase in productivity of the organization. ETD will also support as tool for management development strategies and achieving business goals.

9. Conclusion:

In the current era of globalization, retention of workforce plays a vital role for every organization. There is a need of an advanced training and development module for balancing important factors concern with workforce management. A strategy for managing workforce with effective training and development model is suggested leading the organization to excellence.

ETD consist of two parts first the effective training policy and secondly, a separate but unbiased development system for employee and employer, developing competence, commitment and the capacity for change.

In the present paper, the suggested model for ETD has been suitably presented. It is firmly believed that this research paper will certainly evince keen interest for further future work by erudite readers/scholars.

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