

Training and Development – A Way To Access Skilled India

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Abstract - India has the largest youth power in the world despite having a less population than China. We can say we are having the more human resource capital. But, the workforces we have are unskilled and not properly trained because of excess emphasis on the development of knowledge but not on skill. In the Globalized era every organization require skilled workforce who can perform according to international level. To get a job in this competitive market requires not only knowledge but also skills to apply on the job. The youths who want to enter job market should develop their talent on various skills like communication skills, software skills, leadership skills, decision making skills, interpersonal skills etc. So there are many schemes initiated by Government of India to enhance the efficiency of our workforce through training and development. Corporate are also taking many steps towards development of their employees including new entrants to face the competition from rivals. They are organizing various training programmes within their organization. These training programmes benefited both employees and organizations in various way. Through training employee's performance and competitiveness increases as well as companies market growth and ability to retain the employee also develops. Among the India based companies who providing training through innovative techniques, Reliance Industries, Aditya Birla Group, Infosys are in the top of the list. Infosys is known as the world's best in employee training and development. Other corporate are also need to develop their training techniques by which we can be able to create skilled workforce who can face the global demands.

Keywords: Globalized, competitive, communication, interpersonal, training.

I. INTRODUCTION

India is among the 'young' countries of the world and has the largest working population in terms of demographics but this alone is not enough. No economy can grow without having a competent workforce. In the globalized economy; competition has become tougher among firms and Industries in developing and developed countries alike. Every country facing serious problems of insufficient skilled labour to face the tough competition and competence is directly proportional to the skills. Knowledge for doing a work is not enough to complete a task rather the skill is important for efficient and effective accomplishment. Though knowledge and skill both are required in every field we only focus on the knowledge and skill aspect is ignored.

So, they are facing serious problems for getting a job and also to perform at the job. This workforce has to be made productive by providing them with the right set of skills.

The skills are to be developed throughout the life to sustain in the competitive job market. Thinking this need Government of India initiated a scheme "Skill India" with the aim to create opportunities, space and scope for development of the youth of India. It basically emphasizes the skill development of young people and makes them employable. The scheme also provides training programme which will be on the international level so that youths of our country can meet the demand of foreign countries with domestic country.

In this context corporate are playing a very important role in developing the skill of their employees through training. Training is a planned and systematic attempt to alter or develop knowledge/skill, attitude through learning experience, so as to achieve effective performance in an activity or range of activities. It is a very important aspect of any organization. This allows them to meet present job requirements and also prepares them to meet the unavoidable changes that occur in their jobs. However, training is an opportunity to learn.

II. OBJECTIVES

- To study the role of training and development programmes in an organization
- To study different training initiatives taken by Indian companies taking Infosys Technology Ltd. as case study

Benefits Of Training & Development Programme

In every sector the accomplishment of any organization is tremendously rely on its employees. However, there are different other aspects that perform a major part; an organization need to ensure efficient employees in line with financially dominant and competitive in the market. Therefore to sustain this valuable human resource, organizations required to be conscious about the job satisfaction and retention of employees. It is not just employee job satisfaction and retention but it has undesirable effects on the organizations. Today most of the companies are investing a lot of money on the training and development of employees in order to remain competitive and successful part of the organization. Training and

development programmes have a positive affect both on employees. That's why the importance of training for employees is rapidly growing and organizations are using this tool to compete with their competitors in the market. Internationally different companies provides training and development program to their employees for the improvement of their skills and abilities.

Benefits For Employees

- Career Competencies

Employees get a lot of benefits from the employee training and development program. They learn the soft and technical skills as required by their jobs. In last 30 years, opportunities for growth are very less which is not beneficial for the workers to start new job. Fresh university graduates mostly considering a firm which provides intensive training programs to their employees, but this may be risky for organizations to lose fresh trained employees with couple of years. Professional which are placed in the industry of information technology, identify that knowledge is authority and they required to retain their abilities and talent according to current requirement of the market. Most of the employees recognize the importance of training program and would like to increase their salary. It is also the fresh graduates who are not properly prepared to handle the continually changing business environment. Young professionals with entrepreneurial ambitions know that they have shortage of experience and money; hence they attempt to join companies which provide training programs to prepare their employees for the betterment of future. Employee development program help employees to survive in the future and develop their abilities to cope with new technologies.

From many years the requirements for blue-collar jobs is constant, and numerous companies have prepared training and development systems for those. This requirement is compelling workers to appraise their professional capabilities to sustain their employment. Due to this situation numerous employees have rehabilitated their attitude to acquire promoted inside their organizations. Therefore workers used to prepare 10 year plan for their future and constantly change their plans after two years as per the change of information and technology. Organizations are also providing development programmes which will enable new employees to adjust themselves easily in the organization. Furthermore, helping workers to improve their skills and knowledge to cope with the future requirements, lead to job satisfaction.

- Employee Satisfaction

Employees have no feeling about their organizations, if they think that their organizations are not caring about

them. Though the employees know that the investment on them is benefited to the organization, it leads to high morale of employees. Companies which are providing the training and development programs for their employees are achieving high level of employee satisfaction and low employee turnover. Training increases organization's reliability as employees recognize that their organization is spending on their future career. Loyalty with the organization cannot be calculated but it is substantial to intrinsic reward that employee feel.

Employees who are satisfied with their jobs, believe that their work has a purpose and important for their organization. Usually the best performers do not leave a job for the purpose of financial benefits. Though salary and benefits plays an important part in selecting and retention of the employees, employees are always observing the opportunities to acquire novel skills, to get the encounter of different duties, and looking for personal and professional development. Therefore, nourishing these requirements facilitates in figure up confidence, self-esteem and job gratification in employees

- Employee Performance

Training effects on behavior of employees and their working skills which resulted in enhance employee performance. Employees performance is directly related to employees morale and employees satisfaction. Technical and professional skills are very important for the employees to perform a job in a systematic and effective way. Providing training opportunities to employees can enhance the performance of the employees both in blue collar and white collar jobs. Training and development increase the efficiency and effectiveness of the employees. Employer can also develop the decision making skill of employees by seminars and conferences.

Organizational Benefits

- Market Growth

Employee development programs are important for any organization to stay solvent and competitive in the market. Though it is expensive for the organization to spend the money on their employees but this investment is positive for the organizations to hold the place in the market. Organizations are required to develop and maintain such learning environment for the employees that expand the knowledge of organization and competitive ability. However, employee training programs derived through a high price, but have a positive impact on return-on-investment. Organizations take training opportunities as investment in human resource and get increased revenue in the terms of higher performance. American Society for Training and Development originate that companies who apply average of \$1,575 each employee on learning got 24

percent growth in gross profit and 218 % increase in revenue each employee instead of those who spend fewer on employee training and development. Furthermore, employee training and development programs not only increase the profit of organizations but also provide difference within their native market. Organizations can practice training and development opportunities to support them available to the current employees, perspective employees, plus clients of the company. Lastly, organizations can utilize employee training and development programs to improve their appearance as best employer in the job market.

- Organizational Performance

Training has been defined as mainly contributing factor to the organizational effectiveness. Investment in training and development program can be justified by the impact it creates to developed individual and organizational effectiveness. Furthermore, the earlier researches have mentioned causation between training and effectiveness of the organization. It is difficult to find out how much the training and development impact on the employees and performance of the Organization. To evaluate the effectiveness of training and development program it has been advised that check directly the relationship of training and organizational commitment employees think that their organizations are taking care of them and this feeling produces a durable psychological bond between employee and organization.

- Employee Retention

The research described that employee retention is a challenging notion and there is no particular method to retain employees with the organization. Several organizations have revealed that one of the characteristic that help to retain employee is to offer them opportunities for improving their learning. Therefore, it has confirmed that there is strong relationship between employee training and development, and employee retention. Companies should realize that experienced employees are important assets and companies have to suffer the challenge for retaining them. Therefore, companies which are providing training and development programs to their employees are getting success in retaining them. An effective design of training program can also increase retention among employees. Employee retention is a volunteer move by organizations to create an environment which involves employees for long term.

III. CORPORATE TRAINING INITIATIVES IN INDIA

There are several kinds of training methods used by trainers in Organizations. Some of the methods are lecture method, case study method, conference, in-basket method,

T-group training, role play exercise, induction training, creative training, diversity training, refresher training etc. There are also different innovative training techniques also adopted by Indian companies.

In the last 10 years, business organizations in India have made outstanding progress in terms of their training initiatives. This is mainly due to the boost in competition and because of the entry of multinational companies in India, which has required them to look for various alternatives to develop organizational effectiveness.

Since 2003, for using training function as a strategic business tool, American Society for Training and development (ASTD) gives honor to those organizations that show organization-wide achievement. In the year 2008, four organizations from India were able to get entry in the winner list of 40 best organizations. These organizations were: Reliance Industries Limited, Nagothane manufacturing division having strength of 2,157 employees, Infosys Technologies Limited having 79,016 employees, Wipro Limited having 60,000 employee strength, and ICICI Bank Limited with employee strength of 40,880. This is an optimistic sign which clearly shows that organizations operating in India are also very effective about their learning and development function

Training Strategies of Infosys: A case study

It is very essential for the company to upgrade its workforce regularly to compete in the global market. Retention of employees is the biggest challenge for every company. To overcome this challenge, Infosys provides training and development opportunities to its employees right from the start.

Infosys Technologies Ltd. a world leader in consulting and information technology services. The American Society for training and development has rated Indian IT major Infosys Technology Ltd as the world's best in employee training & development. As there is rapid growth enjoyed by the company it also creates demand for rapid hiring. The biggest challenge for a knowledge company like Infosys is to recruit, enable, empower and retain the best and brightest talent. In addition to looking for strong technology skills, Infosys hired people that it believed had the capacity to continue learning. Infosys employees had to constantly learn new skills in order to adapt the rapidly changing technology landscape.

The company is known best for its Global Business Foundation School which runs the program for all fresh engineering graduates who join Infosys and prepare them for the technical and environmental opportunities present in the market. The Global Business School is a formed , structured, Programme to enhance technical and

behavioural competencies of all fresh engineering entrants to Infosys .It equip them for the challenging software career ahead .It runs around the year and is implemented over several global centers across the Organization. The programme requires participants to integrate technology, methodology, people and process elements. In addition to technical courses, fresh entrants are exposed to courses on communication skills, interpersonal skills, management development & quality systems to absorb the company's corporate culture. It thus comprises of generic conceptual courses, platform specific sources, mini-projects for application and an end-term project, tailored from real-life projects.

The global business school's uniqueness lies in its ability to act as an engine to support the organizations growth in the number of employees, preparing a highly competent workforce, providing both technical and behavioural competencies, providing a strong foundation for building a long term career.

Infosys U

As the world's largest corporate universities, the Infosys Global Education Center was set up in 2005 in the 337 acre campus has 400 instructors and 200 classrooms. The aim of this center is to create an environment for lifelong learning. This center provides training not only in technical skills but also in soft skills. It also provides leadership program to new entrants to develop leadership qualities. It can train 14,000 employees at a given point of time on various technologies. New engineering recruits undergo a 14.5 weeks 'Initial Learning Program' operated by the company. This aims to transform engineers from diverse disciplines into software professionals and initiates them into the Infosys way of life. It had trained around 125,000 engineering graduates by 2015.

After joining Infosys, induction is given to the employees. In the induction program, the company presents the core values before the employees. In the company, technical as well as soft skills have its own significance. The main focus of the company is always on developing technical skills but they also give emphasis on various skills like leadership qualities, global business etiquette, interpersonal skills, communication skills, management skills, analytical skills, decision making, etc. it may be the secret of success.

IV. FINDINGS & SUGGESTION

- Training & development programmes helps in developing various skills within employees and it also develops fresh entrants.
- By getting trained employees got committed towards the organization to which they belong.
- Organizations also get benefits like improved performance, market share growth, less wastage

of time and materials, less labour turnover etc by developing the employees' skills.

- In India almost all companies providing training to employees out of which Infosys is the best trainer in the world.
- It established a Global Foundation School and Infosys U which are conducting programmes for the development of new entrants
- It had trained 125,000 engineering graduates by 2015.

Not only Infosys many Indian companies are in the lines of International level in providing training and developing skills of their employees. But sometimes over-training provide by corporate leads to inefficiency rather than development. It may leads to waste of time and money and employees may get bored from too many theories and may lose interest. So the training programmes should be effective and give practical idea about the job rather theoretical knowledge.

V. CONCLUSION

As seen, theoretical knowledge as well as practical idea is very necessary to perform at the job. The young entrants' should be skilled and properly trained. So, Training and development programmes given by various organizations are being an important part to the Skill India mission. If the corporate take care of their employees than government can be able to proceed towards the development of rest and can make unskilled workforce employable. Our nation has the largest young population. So If China will be the Manufacturing Factory, than we have to become the Human Resource Capital without which an organization can't sustain.

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