

Bachelor of Business Administration B.B.A (Gen) Semester-III

Title of the Course: Human Resource Management

Course Code UM03CBBA71

Unit-2 Recruitment, Selection and Employee Training

- **Recruitment: Concept, Process, Sources**
- **Selection: Definition, Procedure**
- **Employee Training: Meaning, Importance, Techniques- On-the-Job and Off-the Job**

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RECRUITMENT

Without positive, innovative and progressive contribution from the manpower, organisations cannot progress and prosper so it becomes the major responsibility of the HR Department to get the right candidate for the right job and at the right time and that too in optimum number neither less nor more so that work of the organisation moves on smoothly as well as organisation objectives are also achieved with no extra burden on the organisation. For this HR Department is required to recruit and select right employee.

Recruitment in simple terms can be defined as Finding and Attracting Applications.

Definition: The Recruitment is the process of identifying and analyzing the job requirements, and then finding the prospective candidates, who are then encouraged and stimulated to apply for the job in the organization.

According to Edwin B. Flippo —It is the process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organisationl.

As per other definition —Recruitment is the process of finding and attracting capable applicants for employmentl. Where the process begins when new recruits are sought and ends when their applications are submitted. This result in a pool of applications form that new employees are selected.

Purpose and Importance of Recruitment: The importance of recruitment in the organization is as:

1. It helps to determine the present and future requirements of the organisation in concurrence with personnel planning and job analysis activities
2. It increases the pool of job candidates ie giving more options to the organisation to select from the pool the right candidate for the organisation.
3. It hereby increases the success rate of selection process by reducing number of under-qualified or over-qualified applications.
4. It helps to reduce the prospect of the job applicants once selected would leave shortly
5. It helps to meet legal and social obligations
6. It helps to identify and prepare potential job applicants
7. Evaluate the effectiveness of different recruitment techniques and sources for job applicants.

Broadly, there are five steps of recruitment process in HRM which is used by many companies in corporate world to increase the efficiency of hiring. The five Recruitment Process Steps ensure that recruitment takes place without any interruption and within the allotted time period. It also helps to maintain compliance and consistency in the recruitment process.

Five Best Recruitment Process Steps:

1. Recruitment Planning
2. Strategy development
3. Searching
4. Screening
5. Evaluation and control

1. Recruitment Planning

It is the first step of HR Recruitment Process in which the job vacancies in the organization are analyzed and relevant job description is prepared. It also includes preparation of job specification and details about qualification and skills needed to perform the job.

This step is very vital for recruitment process as it helps in attracting the right and suitable candidates for the job. Based on the education and experience requirement described in the recruitment plan a pool of interested candidate can be created.

2. Strategy Development:

After the job description and job specification is prepared the organization decides the number of recruits needed to work on the profile to close the vacancy as soon as possible. The recruiter decides the strategy that should be adopted for successful recruitment of employee. The strategic draft includes the following point:-

- **Sources of Recruitment**-Based on the job position and skills required to perform the job the recruiter choose the source of recruitment. The internal and external are the two categories of the recruitment source. This decision is critical as rest of the recruitment strategy is based on this step of recruitment.
- **Methods of Recruitment**- The HRM department decides on the method of recruitment whether the firm wants to recruit the candidate using direct or indirect method. A lot of companies now are using third party recruitment method and outsourcing some part of recruitment process to the experienced consulting firms.
- **Geographical Area**- The location of job is fixed and thus recruitment team has to decide the area from which they can search candidates who want to join the job. The area in which large amount of qualified candidates are located is selected to search the suitable employee for the organization.
- **Make Employees or Buy Employees**- The investment required for recruitment is depending on this decision. The organization can choose to select the skilled employees and pay them appropriate salary or can selected less qualified people and trained them to perform better.

3. Searching

The searching step is divided into two parts that is :

- Source activation
- Selling.

The activation took place when the department which has vacancy confirms it to the HR manager about the requirement; also approve the draft of job description as well as specification. Under selling the organization selects the channel of communication to reach the prospective candidates.

4. Screening

Once the job applications are received by the HR Recruiter it starts the screening process. It is a

step in which the application are shortlisted for the further selection process. After short-listing of application based on the job specification the selection process begins. At the early stage the recruiter has to remove the applications which are clearly under qualified and not suitable for the job.

5. Evaluation and Control

The validity and effectiveness of HR Recruitment Process is assessed in this step. The step is essential as organization has to check the cost incurred during recruitment and the output in terms of selection of suitable candidates and their joining. The cost of recruitment includes the time spent by the management by involving in the recruitment process, the cost of advertisement, selection, consultant fees in case of recruitment outsourcing and also the salaries of recruiter. The output is calculated in terms of selection and how soon the employee as joined the organization also the suitability as well as performance of the newly joined employee.

Sources of Recruitment

The sources of recruitment are broadly divided into two categories: **internal** sources and **external** sources. Both the methods have their own merits and demerits. They include shown in table

Internal Sources	External Sources
<input type="checkbox"/> Present Employees	<input type="checkbox"/> Direct Recruitment
<input type="checkbox"/> Past Employees	<input type="checkbox"/> Employment Exchanges
<input type="checkbox"/> Employee Referrals	<input type="checkbox"/> Employment Agencies/ Professional Associations/Consultants
<input type="checkbox"/> Previous Applicants	<input type="checkbox"/> Advertisements
	<input type="checkbox"/> Walk ins
	<input type="checkbox"/> Campus Recruitment
	<input type="checkbox"/> Word of mouth advertising
	<input type="checkbox"/> Labour Contractors
	<input type="checkbox"/> Job Fairs

INTERNAL SOURCES OF RECRUITMENT:

Internal sources of recruitment refer to hiring manpower from within the organization ie internally. This means, applicants applying for the different positions are those who are already working within the same organization.

This is an important source of recruitment, as it provides the opportunities for the development and utilization of the existing resources within the organization as performance of employees, selected is already known to the organisation. Let us discuss different methods of the internal sources. It includes:

1. Present Employees

It includes

1. **Promotions:** Promotion involves upward movement, ie upgrading the employees by evaluating their performance in the organization. It involves shifting an employee from a lower position to a higher position with more responsibilities, salary, facilities, and status. Generally many organizations fill their higher vacant positions with the process of promotions, internally.
2. **Transfers:** Transfer involves lateral movement, ie process of interchanging from one job to another without any change in the rank and responsibilities. It generally involves the shifting of employees from one department to another department or one location to another location, depending upon the requirement of the organisation.

To understand how it works; let's take an example: Assume that there is a Software company called XYZ Ltd. Having two branches, Branch-A and Branch-B, but an employee from Branch-A leave his job due to some reason. Now, this position has to be filled thus, in this situation instead of searching and hiring a new candidate from outside which is time consuming and costly too, there is another possibility of shifting an employee from Branch-B to Branch-A, depending upon the requirements of the job and the capabilities of the employee. This internal shifting of an employee from one branch to another branch is called as Transfer.

3. **Job Posting (Internal Advertisements):** Job posting/ Internal Advertisements is a process of posting/advertising jobs only within the organization for example in chain groups etc. This job posting act as is an open invitation to all the employees working within /inside the organization, they can only apply for the vacant positions. It provides equal opportunities to all the employees working in the organization. Thus, the recruitment will be done from within the organization and it is cost saving too.

2. Past Employees:

1. **Recruiting Former Employees:** Recruiting former employees is another method of internal sources of recruitment, in this the ex-employees who are either retired or have resigned from the organisation due to some reasons are called back for rejoining as per the requirement of the job and performance of the past employee. The benefit of this method is that it is cost effective, time saving and most important is that the employee is well equipped with the roles and responsibilities of the job so the organization is not required to spend time and money on their training and development.

2. **Employee Referrals**

This concept is much popularized by BPO's or call center now followed in every field. Employee referral is an effective method of recruiting the right candidates at a low cost. In this method new candidates are hired through the references of employees, who are currently working within the same organization. In this process, the present employees are encouraged to refer their friends and relatives for filling up the vacant positions. Most of the organizations, in order to motivate their employees, to suggest referrals even provide with a referral bonus etc for a successful hire.

3. **Previous Applicants**

In this method the Hiring team plays the major role they as per the requirement of the organisation checks the profiles of previous applicants from the organizational recruitment database. These applicants are basically those who have applied for jobs earlier in the past but could not get selected due to one or other reason, their CV's are kept with HR department in the form of database These resources are then approached and if organisation gets a positive response they are selected for the jobs. It is also another inexpensive way of filling up the vacant positions.

Merits & Demerits of Internal Sources of Recruitment:

An internal source of recruitment, i.e., hiring employees within the organization, has its own set of advantages and disadvantages.

The advantages are as follows:

1. It is simple, easy, quick, time saving and cost effective method of recruitment.
2. There is no need of induction and training, as the candidates are already aware of their job and responsibilities.

3. It motivates the employees to work hard, and increases the work relationship within the organization.
4. It helps in developing loyalty of the employee towards the organization.
5. The disadvantages are as follows:
6. It stops the new innovative ideas and thinking to come into the organisation which a new blood otherwise would have brought with him, as employee who are already working will have their own old ways of working.
7. It has limited scope because all the vacant positions cannot be filled through this method.
8. There are more chances of biasness or partiality while recruiting.
9. It sometimes develops Jealousy as there could be issues in between the employees, who are promoted and who are not.
10. It may become the cause of disturbing the harmony of the organisation.
11. If an internal resource is promoted or transferred, then that position will remain vacant.
12. Employees, who are not promoted, may end up being unhappy, rejected, and de- motivated.

EXTERNAL SOURCES OF RECRUITMENT:

External sources of recruitment refer to hiring employees from outside the organization externally. It suggests that, here the applicants seeking for the job are those who are external to the organization. Let us discuss different methods of the external sources:

1. **Direct Recruitment:** In this method a notice of vacancy is placed on the notice board of the organization and the suitable candidates can approach the concerned person, this method of sourcing is also called as factory gate recruitment, as the blue-collar and technical workers are hired through this process.
2. **Employment Exchanges:** Employment exchange is a government entity, where the details of the candidates requiring jobs are stored and are given to the employers for filling the vacant positions, As per the law, for certain job vacancies, it is mandatory that the organization provides details to the employment exchange. This external recruitment method is helpful in hiring employees at all levels.
3. **Employment Agencies/ Professional Associations/Consultants:** Employment agencies

/ Professional Associations/Consultants are other good source of external recruitment. Employment agencies can be private, public, or government owned. They act as a link between the prospective candidates and employer. As they hold a database of qualified candidates and provide it to the organisation as and when required by them at some cost who then select from among it. They provide unskilled, semi-skilled and skilled resources as per the requirements of the organization.

4. **Advertisements:** Advertisements are the most popular and very much preferred source of external source of recruitment as they can reach to huge masses within same time and its proven fact that response through advertisement is most of the time positive. In this the job vacancy is announced through various print and electronic media – newspaper, radio etc with all the details like specific job description and specifications of the requirements. Going through the advertisement the prospective candidates can approach the organisation. Thus advertisements is the best way to source mass of candidates in a short span of time and it even offers an efficient way of screening the candidates‘ through specific requirements mentioned in the advertisement. Though Advertisement is one of the costliest method of recruitment, but when time and number are important, then advertisement is the best source of recruitment.
5. **Walk ins:** This is the most common and least expensive method for candidates as in this the job seekers submit unsolicited applications or letters or resume or bio- data to the organization and directly come for the selection process as its similar to ‘open for all‘ and even preferred by employers as they get a wider choice for selection for the post and moreover it is free from hassles associated with other methods of recruitment
6. **Campus Recruitment:** This is another most popular source of external recruitment, where the educational institution such as colleges and universities offers opportunities to the organisation for hiring their students. In this process, the organizations visit technical, management, and professional institutions for recruiting students directly for the new positions.
7. **Word of Mouth Advertising:** Word of mouth is purely an intangible way of sourcing the candidates for filling up the vacant positions. As there are many reputed organizations with such high and good image in the market. That these organisation names are more than enough for the job seekers. Such organizations only need a word-of-mouth advertising

regarding a job vacancy to attract a large number of candidates.

8. **Labour Contractors:** Manual workers or Daily wage **labours** can be recruited through contractors who maintain close association with the sources of such workers. This source is used to recruit labour for construction jobs.
9. **Job Fairs:** Job fairs are conducted by different companies to attract candidates for entry level jobs. In this all the organisation having vacancy collects at one place and organize a fair for the job seekers who can directly go to the desired counter of organisation and can apply for the respective post and company, it is another good method of external recruitment as through this company can get wider choices as well as good for job seeker as get all the big brands /non brands at one place so they can choose among it and beside that its less costly than advertisements.
10. **Outsourcing:** Outsourcing method involves hiring the candidates from different organisation for the work and in return the organisation has to pay for their services. It is similar to contractual service as for example: In India, the HR processes are being outsourced from more than a decade now. Outsourced HR Firm help the organisation to create and screen the candidates for the organization for the final and further selection by the candidates for which HR firm will be paid for the services.
11. **Poaching/Raiding:** This is the latest method of external recruitment being followed by the organizations today. Poaching means hiring a competent and experienced person already working in another reputed company in the same or different industry; the organization might be a competitor in the industry. For this a company can attract talent from another company by offering attractive pay packages and other terms and conditions, better than the current employer of the candidate. Though it is seen as an unethical practice and not openly talked about but most of the Indian software and the retail sectors are facing the most severe problems due to poaching today, as it reduces the competitive strength of the firm.
12. **E-Recruitment:** E-Recruitment or recruitment through internet is the use of technology to assist the recruitment process. It is gaining popularity from past few years. In this they advertise job vacancies through worldwide web. The job seekers send their applications or curriculum vitae (CV) through an e-mail using the Internet.

Merits & Demerits of External Sources of Recruitment:

External sources of recruitment, i.e., hiring employees from outside the organization, have both its benefits and drawbacks.

The advantages are as follows:

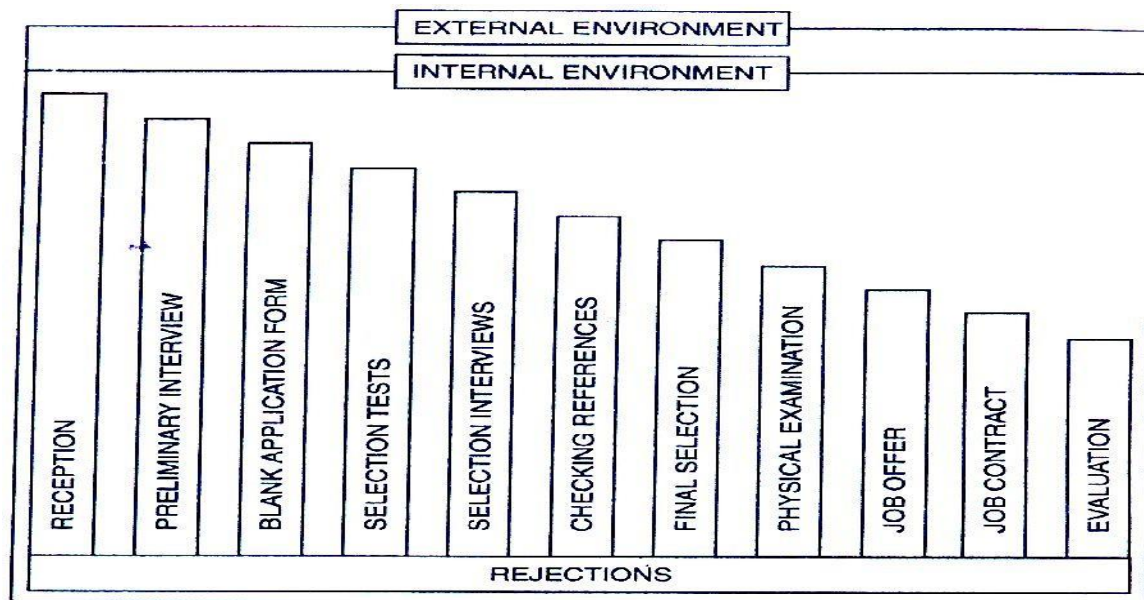
1. It encourages new opportunities for the job seekers.
2. It helps in increasing the branding of the organization
3. There are less chances of biasness or partiality between the employees.
4. There is wide scope for selecting the right candidate, because of the large number of candidates appearing.
5. It brings in new ideas and innovative thinking with new blood coming in the organisation.

The disadvantages of recruiting through external sources are as follows:

6. This process is time consuming, as the selection process is very lengthy.
7. Highly Expansive as compared to recruiting through internal sources.
8. External candidates sometimes even demand more remuneration and benefits.
9. De-motivating for the existing employees leading to poor productivity and high labour turnover
10. Less Loyalty of employees towards the organisation.
11. Requires training
12. Requires more time to adjust with the environment of the organisation

Selection

The selection process can be defined as shortlisting the right candidates with the required qualifications to fill the vacancies in an organization. The process varies from company to company hence need to be understood what type of process suits accordingly.



The Selection Process is quite a lengthy and complex process as it involves a series of steps before making a final decision. To know more about the selection process of an organization, read the article below.

Selection Process Meaning

The selection process refers to selecting the right candidate with the required qualifications and capabilities to fill the vacancy in the organization. The selection process is quite a lengthy one and also complex. It involves a series of steps before the final selection. The procedure of selecting the employees may vary from industry to industry according to their own needs. Every organization designs their selection process while keeping in mind the urgency of hiring the people and the requisites for the vacancy of the job.

SELECTION PROCESS

The selection procedure consists of a series of steps. Each step must be successfully cleared before the applicant proceeds to the next. The selection process is a series of successive hurdles or barriers which an applicant must cross. These hurdles are designed to eliminate an unqualified candidate at any point in the selection process. Thus, this technique is called "SUCCESSIVE HURDLES TECHNIQUE". In practice, the process differs among organisations and between two different jobs within the same organisation. Selection procedure for the senior managers will be long drawn and rigorous, but it is simple and short while hiring lower level employees. The following figure shows a generalized selection process:

Steps involved in employee selection are explained in detail as follows:

1. External and Internal Environment:

Selection is influenced by several external and internal environmental factors. The important external factors affecting selection are supply and demand of specific skills in the labour market, unemployment rate, labour market conditions, legal and political considerations etc. The internal factors are organization's image, organization's policy, human resource planning and cost of hiring.

2. Reception :

The receipt and scrutiny of applications is the first step in the process of selection. A receptionist in the personnel department gives information about new openings to the visitors and receives their applications. The scrutiny of applications is essential to take out those applications which do not fulfill the requirements of posts. Some people send applications even when they do not possess the required experience and qualifications. These applicants if called for preliminary interviews will waste their own time and that of the company. These applications should out rightly be rejected and information should be sent to the applicants in this regard.

3. Preliminary Interview

Preliminary interview is a sorting process in which the prospective candidates are given the necessary information about the nature of the job and the organisation. Necessary information is obtained from the candidates about their education, skills, experience, expected salary etc. If the candidate is found suitable, he is selected for further screening. This 'courtesy interview' as it is often called, helps the department screen out obvious misfits. Preliminary interview saves time and efforts of both the company and the candidate. It avoids unnecessary waiting for the rejected candidates and waste of money on further processing of an unsuitable candidate. Preliminary interview is brief and generally carried out by a junior executive across the counter or at the reception office. Since rejection rate is high at preliminary interview, the interviewer should be kind, courteous, receptive and informal. He should give a good account of the company so that the applicant takes a good view of it and hopes to apply again whenever new opening emanates.

4. Blank Application Form :

A blank application form is a widely accepted device for getting information from a prospective applicant. This is a way of getting written information about candidate's particulars in his own handwriting. It enables the personnel department to draw tentative inferences about the applicant's suitability for employment. The information collected in the application form may also be circulated to various members of selection committee for enabling them to make a view about different applicants.

The information collected in blank application relates to the following particulars:

- **Bio-data.** Bio-data includes name of the applicant, father's name, date of birth, place of birth, permanent address, height, weight, identification mark, marital status, physical disability etc.
- **Educational Qualifications.** This part of educational qualifications relates to education acquired, institutions attended, percentage of marks, distinctions achieved, technical education acquired, subjects studied, areas of specialization.
- **Work Experience.** Application blank also enquires about previous experience, similar or other jobs held, nature of duties, salaries received, names of previous employers, reasons for leaving the present job.
- **Curricular Activities.** The information about participation in extra-curricular activities like N.S.S., N.C.C., debates and declamations, sports, etc. is also received in blank application form.
- **References.** The applicant is also asked to give some references from where an enquiry may be made about his nature and work. The references are normally the persons with whom the applicant has worked but are not related to him.
- **Salary Demanded.** The salary demanded by the applicant is also given in the application blank. An attempt is made to elicit maximum information in application blank. The information asked for should be relevant and specific. It should have relevance to the post he has applied for. The information collected should be brief and to the point. Questions requiring essay-type answers should be avoided.

5. Selection Tests

Applicants who pass the screening and the preliminary interview are called for tests. Different types of tests may be administered depending on the job and the company. A test provides a

systematic basis for comparing the behaviour, attitudes and performance of two or more persons. Tests are based on the assumption that individuals differ in their job related traits which can be measured. Tests help in reducing bias in selection by serving as a supplementary screening device. Tests help in better matching of candidate and the job. Tests may reveal qualifications which remain hidden in application form and preliminary interview. Tests are useful when the number of applicants is large. Moreover, to be effective, tests must be properly designed and administered. However, test is not a fool proof method. At best, it reveals that the candidates who have scored above the predetermined cut off points are likely to be more successful than those scoring below the cut off points.

6. Selection Interview

Interview is the oral examination conducted for the purpose of employment. It is a formal, in depth conversation, which evaluates the applicant's acceptability. Interview is an excellent selection device. It is a very flexible device which can be adopted to select unskilled, skilled managerial and professional employees. In selection interview, the interviewer matches the information obtained about the candidate through various means to the job requirements and to the information obtained through his own observations during the interview. Thus, interview is a purposeful exchange of views, the answering of questions and communication between two or more persons. Interview gives the interviewer an opportunity:

- to size up the candidate personally
- to ask questions that are not covered in tests
- to make judgments on candidate's enthusiasm and intelligence
- to assess subjective aspects of the candidate-facial expressions, appearance, nervousness and so forth
- to give facts to the candidate regarding the company, its policies, programmes etc. and promote goodwill towards the company.

However, interviews do have some limitations. Absence of reliability is one limitation. Due to personal and subjective judgments, no two interviewers offer similar scoring after interviewing an applicant. Lack of validity is another shortcoming. This is because, few departments use standardized questions upon which validation studies can be conducted.

7. Checking References

The references may provide significant information about the candidates if they happened to be his former employers or with whom he might have been working earlier. The applicants are normally asked to name two or three persons who know about his experience, skill, ability, etc. but should not be related to him. The prospective employer normally makes an investigation on the references supplied by the candidate and undertakes search into his past employment, education, personal reputation, etc. Though checking references may be a good source of information but referees may not give frank opinion about the candidate. If the referee happens to be a former employer he will, generally, either praise the candidate or criticize his work and ability. Such extreme postures may not help in knowing the exact position of candidates. There may be persons who will not say bad things about a candidate when it is a question of his future. They will say good things about the candidates.

It may be said that checking references does not serve much of a purpose because no impartial evaluation of the candidates is received from the referees.

8. Final Selection

Up to this stage, selection is handled by personnel department or staff executives. Since the persons employed are to work under line officers, the candidates are referred to them. Line officers will finally decide about the work to be assigned to them. If line officer is a production manager or foreman he may assess on the job performance of the candidates. If the candidate is not suitable for one job then he is tried at some other. If candidate's performance is not upto the mark then he may be kept as apprentice for some time. Normally, a candidate is not rejected at this stage.

9. Physical Examination

After the selection decision and before the job offer is made, the candidate is required to undergo physical fitness test. Candidates are sent for physical examination either to the company's physician or to a medical officer approved for the purpose. Such physical examination provides the following information:

- Whether the candidate is physically fit for the specific job or not?
- Whether the candidate has health problems or psychological attitudes likely to interfere with work efficiency or future attendance?
- Whether the candidate suffers from bad health which should be corrected before he can work

satisfactorily?

- Whether the candidate's physical measurements are in accordance with job requirements or not?

A job offer is, often, contingent upon the candidate being declared fit after the physical examination. The results of medical fitness test are recorded in a statement and preserved in the personnel records. Such records will protect the employer from worker's compensation claims that are not valid because the injuries or illnesses were present when the employee was hired.

10. Job Offer

The next step in the selection process is the job offer to those applicants who have crossed all the previous hurdles. Job offer is made in the form of an appointment letter. Such a letter, generally, contains a date by which the candidate must report for duty. Reasonable reporting time is given to all the appointed candidates. This is particularly necessary when the appointed person is already in employment, in which case he has to give notice to the previous employer. Moreover, the job may require movement to another city which means considerable preparation and shifting of property and family members.

Some organisations also inform the rejected candidates about their non selection. Their application may, however, be preserved for future use. The applications of selected candidates are always preserved for future references.

11. Contract of Employment

After the job offer has been made and the candidate accepts the offer, a contract for employment is executed by the employer and the candidate. The basic information that is included in a written contract varies according to the level of the Job.

- Generally, the following details are included in the contract:
- Job title
- Details of duties
- Date when the continuous employment starts
- Remuneration and method of payments
- Hours of work including lunch break, overtime and shift arrangements
- Holiday arrangements and details of holidays

- Sickness leaves rules
- Length of notice due to or from an employee
- Grievance procedure
- Disciplinary procedure
- Work rules
- Terms of Termination of employment
- Terms for union membership
- Employers right to vary terms of the contract subject to proper notification being given.

Great care is taken in drafting the contracts. Often services of law firms are obtained to get the contracts drafted and finalized. Employers, who belong to high employee turnover sectors, insist on agreements being signed by newly hired employees. The limitation of contracts is that it is almost impossible to enforce them. A determined employee will leave the organisation, contract or no contract it is for this reason that several companies have scrapped the contracts altogether.

12. Evaluations

The selection process, if properly performed, will ensure availability of competent and committed personnel. A period audit, conducted by people who work independently of the human resource department, will evaluate the effectiveness of the selection process. The auditors will do a thorough the intensive analysis and evaluate the employment programme.

Training - Meaning and Concept

The need of training in the organisation arises when it is observed that there is gap between desired or expected performance and actual performance of the employee so training is the solution used by the organisation to fill or reduce the gap.

Training need = desired performance - actual performance

Training involves the use of systematic and formal processes to impart knowledge and help workers to acquire the skills necessary for them to perform their jobs satisfactorily.

It involves developing the employees so as to make them capable and confident in their jobs, and consequently in their life. Thus training is an organized process for increasing the knowledge skill and abilities (KSA) of the employees. Training is considered to be a process with an aim of

changing the behavior of employee in such a way that it would result in not only in the upliftment of the organization but also of an individual employee for doing the job in a better way. Learning is the major outcome of training. As defined by Wayne F Cascio, Training consists of planned programme with an aim to improve performance at the individual, group, and /or organizational levels. Improved performance, will in turn, reflects that there have been measurable changes in knowledge, skills attitude, and/or social behavior.

Basically training is a learning experience which is planned and carried out by the organisations to get more skilled and knowledgeable employee who are able to improve the productivity as well as are acquaint/updated with current market trends. Thus Training is considered to be one of the effective tools of Human Resource Department (HRD). As training has immense potential in transfer and utilization of latest technical know-how, leadership development, organization of people, formation of self-help-groups, mobilization of people as well as resources, empowerment of resource-poor rural mass, entrepreneurship development, etc., which are considered to be the main components of HRD.

Thus training can be understood as a process of learning a sequence of programmed behavior. It involves application of knowledge so as to improve the performance of employee on the present job and prepares them for the future job. Training is about developing people as an individual and helping them to become more confident and competent in their lives and in their jobs. The learning process is at the core of training and the ways of and opportunities for learning are numerous and varied

Features of Training

- Increases knowledge and skills for doing a job
- Fill the gap between job needs and employee skills, knowledge and behaviour
- Job oriented process

Importance of Training

Training is importance for both the organisation and the employee, on one side it helps organisation to increase productivity and achieve objectives of organisation while on other side it is important for the employee for his personal growth:

Benefit of Training to Organization:

- Becomes more effective in decision-making and problem-solving.
- Improve the morale of the workforce.

- Helps to make employee identify with the organizational goal
- It helps in developing leadership skills, motivation, loyalty and better attitude among the employee.
- Improve productivity and quality of work.
- Aids in understanding and carrying out organizational policies.
- Helps in overall development of the organisation.
- Creates an adequate environment for growth and communication.
- Provide opportunity to employees to adjust to the change.
- Promotes harmony in the organisation
- Increase cooperation and coordination among employee
- Reduces the accidents and waste in the organisation
- Helps increasing productivity and/ or quality of work
- Provides information for future needs in all areas of the organization

Benefit of Training to Employees:

- Enhancement in knowledge, skills and abilities after training.
- Helps in Increasing job satisfaction and recognition among employees.
- Helps employee to Move further step towards attaining personal goals and growth while improving interactive skills.
- Reduces the fear of attempting new tasks.
- Provides the trainee new avenue's for growth.
- Improve the morale of the trainee
- Motivational variables of recognition, achievement, growth, responsibility and advancement are some of the benefit of the training for the employee.
- Provides information for improving leadership, communication skills and attitudes.
- Helps to handle stress, tension, frustration and conflict.
- Reduces accidents and wastage.
- Helps in organizational and individual development
- Optimum Development of Human Resource

Benefits to Training to Personnel and Human Relations:

- Helps to improve inter-personnel skills.
- Helps to improves morale.

- Helps to build cohesiveness in groups.
- Makes the organization a better place to work and live.
- Provides information on other governmental laws and administrative policies.
- Improves the job knowledge and skills at all levels of the organization.
- Helps create a better corporate image.
- Fosters authenticity, openness and trust
- Improves Organizational Culture and climate

Training Methods

There are two broad types of training available: on-the-job and off-the-job techniques. The basis of differentiation is on the basis of location where the training is given, also when the method is selected to train the employee, organisation keeps in mind the time and cost involved, need of employee, objectives of the organisation etc.

ON-THE-JOB TRAINING (OJT) METHODS: On-the job training method is provided when the employee are taught knowledge, skills and abilities at the actual workplace. On- the-job training as takes place at the actual work station, thus the task very often contributes directly to the output of the department. The main advantages of on-the job method are that they are highly practical, and employees do not lose working time while they are learning. It includes:

- Job Instructional Technique
- Mentoring
- Coaching
- Job Rotation
- Apprenticeships And Internships
- Committee Assignment

Job Instructional Technique (JIT): This is a step by step (structured) on the job training method which has four steps which are Preparation, Presentation, Performance and finally Follow up ie 3 Ps and 1F in which a suitable trainer

- Firstly the trainer prepares himself and trainee with the overview of the job, its goal, its purpose, the job, and the results desired,
- then demonstrates, or Present the task or the skills to the trainee,
- then allows the trainee to show or perform the demonstration on his own, and
- finally is the follows up to provide feedback and help; here the trainee is left to perform on

his own and the trainer is only there to watch and give feedbacks on the employee performance. This method is a valuable tool for all educators (teachers and trainers).

The advantages of JIT are as follows:

- a. To deliver step-by-step instruction
- b. To know when the learner has learned
- c. To be due diligent (in many work-place environments)
- d. To develop a healthy relationship between trainer and trainee.

The disadvantages of JIT are as follows:

- a. Time consuming
- b. Expansive as compared to others
- c. Trainers are reluctant to train the trainees

Mentoring: Mentoring is one of the best methods of training where an ongoing relationship is developed between a senior and junior employee, where a senior manager of the organization assumes the responsibility of grooming a junior employee. Senior manager or the trainer is called Mentor and the junior employee or trainee is called protégée or mentee especially in the defence where technical, interpersonal and political skills are generally imparted to the junior from the more experienced person. The main objective of mentoring is to help an employee attain psychological maturity and effectiveness and get integrated with the organization. Mentoring provides guidance and clear understanding of how the organization works and how it goes to achieve its vision and mission to the junior employee.

Some key Points on Mentoring

- Mentoring mainly focuses on attitude development
- It is generally conducted for management-level employees
- Mentoring is done by someone from within the organisation who is well aware of the company
- It involves one-to-one interaction
- It helps in identifying weaknesses and focus on the area that needs improvement

Coaching: In coaching the trainee is placed under a particular supervisor/trainer who acts as an instructor or coach and teaches job knowledge and skills to the trainee. The trainee will perform his duties assigned and coach will constantly provide feedback to the trainee. The trainee learns through performing the job and getting the feedback on the mistakes or errors. It helps in easily

identifying the weak areas and tries to focus on them. The biggest problem is that it does not allow any new changes to the existing practices and styles of the trainer, and generally it is seen that the trainee may not get an opportunity to express his ideas or are reluctant to ask. This method is commonly used for training the employee in hospitality industry

Job Rotation: Another type of experience-based training is job rotation, in which employees is transferred or move from job to job and from department to department in a systematic manner - in order to gain a broad understanding of the requirements of each job through cross training. It helps to develop multi/ diversified skills and a broader outlook making employee multi skilled and multitalented more suitable for growth of the employee. Also it helps to increases inter departmental co-operation and reduces monotony of work. This method is also commonly used to train the employee in hospitality industry

Some of the major benefits of job rotation are:

1. Provide opportunity to broaden the horizon of knowledge, skills, and abilities of employee by working in different departments, business units, functions, and countries
2. Helps to identify Knowledge, skills, and attitudes (KSAs) required
3. Identification of areas where improvement is required
4. Assessment of the employees who have the potential and caliber for filling the position

Apprenticeships and Internships: Apprenticeships are a form of on-the-job training in which the trainee works under experienced employee for a long period of time, to learn the group of related skills that will eventually in long run will help the trainee to perform a new job or function. The trainees here serve as apprentices to experts/trainer for long periods and has to work in direct association with and also under the direct supervision of their masters so as to learn the skills. This method of training is generally seen in those trades, crafts and technical fields in which a long period is required for gaining proficiency. Apprenticeships are often used in production-oriented positions. The object of such training is to make the trainees all-round craftsmen. It is an expensive method of training where the apprentice are paid Internships are a form of apprenticeship that combines on-the- job training under a more experienced employee with classroom learning

OFF THE JOB TRAINING METHODS: Off the job training method is the learning of the

employee in a place away from their actual workplace of the person. Off-the-job training has the advantage that it allows employee to get away from work and concentrate more thoroughly on the training itself. This type of training has proven more effective in inculcating concepts and ideas and has reduce the risk of breakage and errors as compared to those which happen while training at the actual workplace. It includes

- Lectures or Class Room method
- Conferences & Seminars
- Audio Visual Method
- Case Study Method
- Vestibule
- Role Playing
- Simulation
- Programmed Instruction
- Computer Based Instructions
- Sensitivity Training

1. **Lectures or Class Room Method:** Lectures and classroom methods are the traditional and direct method of explaining instructions to the employee. This method is most suitable when the numbers of trainees are more. Lectures can be very suitable in explaining the concepts and principles very clearly, and in this face to face interaction is also possible. In the colleges and universities, lectures and classrooms are the most common methods used for training.

2. **Conference & Seminar Method:** A conference is a meeting of several people and experts to discuss on any subject is called conference. Each participant contributes by analyzing and discussing various issues related to the topic. Everyone participating is free to express their own view point. It tries to explain all the necessary facts as well important principles and concepts needed to be known. Later on all the knowledge is known and shared which help in finding the solution.

3. **Audiovisual Training:** Audiovisual training methods include television, films, and videotapes etc are used to explain and train the trainee in a very time and cost effective manner. But the main drawback of audiovisual training methods is no immediate feedback or queries and they cannot be customized for a particular audience.

4. **Case study method:** The case study method is a non-directed method of study whereby

trainees are provided with practical case reports to analyze. The case study includes a thorough description of any problem faced by the business which can be solved by an employee. The trainee is given a chance to analyze the case and come out with all possible solutions. Case study not only provides trainee an insight of the working of the organization but also makes them aware about the problems which are generally faced, as well as highlights the main points for future course of action thereby making them ready for future (when they will actually perform the job and will face the situation). Case Studies are basically trainee centered activities, where he is given a full opportunity to analyze the case as per his view and come out with all possible solutions, thereby helping in enhancing the analytic and critical thinking of an employee.

5. **Vestibule Training:** Vestibule Training is a term for near-the-job training, as in this workers are trained in a prototype environment, ie an attempt is made to create similar type of working condition just like the actual working conditions for example models or dummy etc are used to make trainee learn how to handle them so that when they actually have to handle it they are ready for it. This helps the workers to get training in the best methods and help them to get rid of initial nervousness and also helps to prevent costly mistakes on the actual machines.

6. **Role Playing:** This is one of the best and effective ways of training employees which involves realistic behaviour in imaginary situation. In this a realistic role will be played by a particular trainee in an imaginary situation, each trainee takes the role of a person affected by an issue and studies. With this the person gets in to the skin of the role and portrays it creating a realistic environment. The main advantage of the role playing method is to help develop interpersonal relations and attitudinal improvisations.

7. **Simulation:** Under this method an imaginary situation is created and trainees are asked to act on it. For e.g., assuming the role of a front office manager solving the room occupancy problems or creating the new strategy etc. Simulation is any artificial environment created exactly similar to the actual situation. There are four basic simulation techniques used for imparting training to the employees: management games, case study, role playing, and in-basket training.

8. **Programmed instructions:** This type of method involves providing the necessary knowledge or the standard operating procedures to the trainees in the form of a printed text book or with printed notes or manual or some kind of teaching machine. The trainees are asked to go through it and then there are certain set of questions related to the notes which are asked from the trainee.

This process of breaking down all the information into different categories making it more easy and meaningful to understand and adapt.

9. Computer-based training: It is the further extension of programmed instruction; Computer-based training (CBT) involves the use of computers and computer-based instructional materials as the primary medium of providing instructions to the trainee. A main benefit of CBT is that it allows employees to learn at their own pace, during convenient times. Beside that it helps in reducing the risk of damage to costly equipment by a trainee. Primary uses of CBT include instruction in computer hardware, software, and operational equipment.

9. Sensitivity Training: Sensitivity training is also known as T-group or laboratory training. In this method trainer tries to make trainee understand about themselves and others, this is done by developing in them social sensitivity and behavioral flexibility. It is ability of an individual to sense what others feel and think from their own point of view. In this method a group of trainees are settled in a comfortable environment and are given general topic to discuss and the trainer only act as an observer, not actively participating in the discussion, and record the behaviour of each employee. It gives information about employees 'his or her own personal qualities, concerns, emotional issues, and things that he or she has in common with other members of the group. It helps him to understand others view point, helps to adjust, develop team spirit.