

# **Vital Needs for Survival of Manpower! Training and Development**

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## **Abstract**

Manpower development is an important role for a successful and a productive organization. The main ingredient is in the training of development of manpower. There are vital needs in training namely organization analysis, operation analysis and human analysis. There are two main categories, which are on the job training and off the job training. Training and development are the acts of increasing the knowledge and skills of the employee for doing a specified job.

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## **Introduction**

Training may be viewed as a systematic and a planned process, which has its organizational purpose to impart and provide learning experiences that will bring about improvement in a worker and thus enabling him to make his contribution in greater measure in meeting the goals and objectives of an organization. Training is a continuous process in the work life of manpower. They are capable of assimilating, learning and understanding it, and applying it fully in their job performance, as otherwise how will it be possible to make optimum, utilization of manpower, as the development envisages.

## **Manpower Development**

Ordinary workers would prefer to obtain development in their job. Through those requirements they can enhance their capacity for knowledge skills and experience. The Concise Oxford Dictionary defines development as " the

process of developing or being developed" (1999, P.392). Also, Davar expresses, that once an applicant is selected by an organization as a member of its personnel, the next duty is to place him on the right job and provide him with training and development facilities needed for him to fit the present job as well as the future career chalked out for such an individual (1996, P.118).

### **Manpower Training**

The Concise Oxford Dictionary defines training as "teach a particular skill or type of behaviour through regular practice and instruction"(1999, p.1520). Training also means, "the process of aiding employees to gain effectiveness in their present and future work" (Aggarwala, 1995, P. 206). Further, Aggarawala expresses that with the rapid expansion of business and industry, both training and development have received greater attention and management have become so well aware and increasingly realized the significant role they have come to play in improving efficiency and job satisfaction, the vital needs for survival of any enterprise or undertaking (1995, P.219). Broadly speaking, training and development are the acts of increasing the knowledge and skill of an employee for doing a specified job.

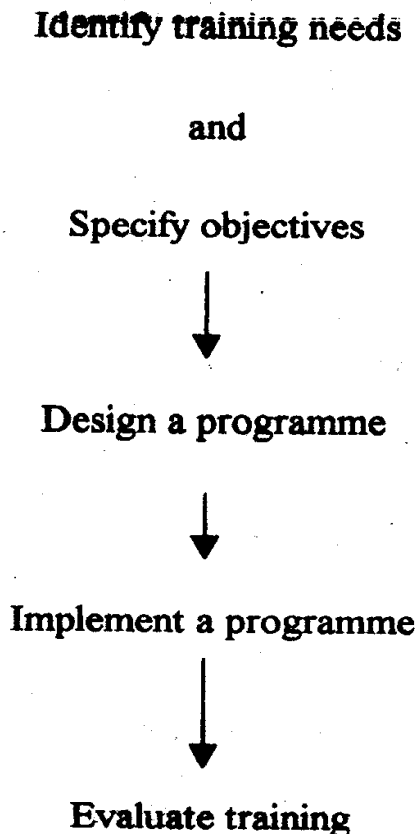
### **Identifying Training Needs**

Davar recommends the following three-step approaches to determining training needs. (1) Organization analysis, to determine where training emphasis should be placed within the organization.(2) Operations analysis, to decide what the training should consist of.(3) Man analysis; to determine who needs to be trained and what skills, knowledge or attitudes should be augmented or improved (1996, p.122). As soon as the training needs are identified, the objectives express the gap to be bridged between the present and the expected performance levels. A suitable training programme can then be developed for the employee concerned.

### **New Employee Orientation and Induction**

The Concise Oxford Dictionary defines orientation as" the action of orienting, relative position" (1999, P.1005). An orientation should be given to the new recruit as well as to a person who moves up, say into supervision from the rank and file. The objectives of a good orientation include; (1) Making clear to the employee the terms of his employment (2) Communicating to him of all the job requirements and (3) Inspiring in him confidence both in the company he has joined as well as in his own ability to learn and perform on the job activities (Davar, 1996, p.110).

## **A four stage-training model**



Source: John Bratton and Jeffrey Gold "Human Resource Management",  
London. The Macmillan press Ltd., 1994, P.233

### **On the job and off the job training**

Training essentially involves learning at various levels based on skills. And also, the training can take place in various situations, on- the- job, or off –the job in the organizations or outside the organizations. If necessary involves a number of methods. Aggarwala expresses that of the various tools, methods and techniques, those prominently deployed in use in on the job training are: (1) Coaching, (2) Conference Leadership, (3) Career Planning and Guidance, (4) Critical Incident, (5) Committee. Assignments, (6) Job Rotation, and (7) Assistant-to – Position/Under Study (1999, P 255).

Off-the-job training takes place either within the worker's organization or at any convenient place, which has no connection to the organization. Most of off the job training programmes include classroom instructions, and further Aggarawala expresses that, of the principal methods and techniques popularly used in off-the-job or classroom training include: (1) The lectures, (2) The conference,(3) The group discussion,(4) The seminar, and (5) The programmed instruction (1999, P 279).

## **Performance Appraisal**

Performance appraisal is a process by which employee's positive contribution to the goal attainment is evaluated. It is the general nature of the workers that they would prefer to get their achievement evaluated and trusted by the top management. Also such a procedure leads to get them motivated further. Therefore evaluation of the worker is also significant in labour management. The Concise Oxford Dictionary defines performance as "the action or process of performing a task or function" (1999, p.1060). The term appraisal has been defined by the above dictionary as "an assessment of someone or something, especially the performance of an employee (1999, p.64). Furthermore, performance appraisal refers to a formal, structured system for measuring, evaluating, and influencing an employee's job-related aptitudes, behaviours and out comes, including absenteeism. Its focus is on discovering how productive manpower is and whether he or she can perform more effectively in the future labour management so that manpower and the organization will benefit. Scholar and Jackson show that appraisal and performance evaluation can be used interchangeably. (1996, p.344).

## **Promotion**

Ordinary workers would prefer to obtain growth advancement in their job. This need is achieved through giving promotion. Whenever they achieve this situation, they reap job satisfaction to some extent, so that giving promotions becomes a significant component of labour management.

The Concise Oxford Dictionary defines promotion as "the action of raising someone to a higher position or rank or the fact of being so raised." (1999,P.1144). Promotion is generally meant to be an assignment of a position of higher responsibility to an individual. Thus promotion can be used as a recruitment source for higher positions. This would encourage the existing worker, providing them with motivation and at the same time opening a source of recruitment at the lower end of the hierarchy for outsiders (Davar 1996, p. 142).

## **Demotions**

Demotions mean, "give a lower rank or less senior position to, often as a punishment" (The Concise Oxford Dictionary, 1999, p.381). Also demoting a worker is the reverse of promoting him. Where he is moved to a job with less responsibility, statutes, or compensation, the worker is said to have been demoted. Davar expresses that it is more a punishment for incompetence or a preliminary step to dismissal. Demotions, being a serious penalty, must be handled tactfully (1996, p.148).

## **Labour Discipline**

The object of labour disciplinary control is to prepare clearly the type of position required and the appropriate worker for the organization. The term discipline has

been defined in the Concise Oxford Dictionary as “ the practice of training people to obey rules or a code of behaviour. Controlled behaviour resulting from such training (1999, p.408). Discipline usually follows a progressive system because second or later infractions are dealt with more harshly than first offences. It progresses from a verbal reproach to a written warning, signed by the employee. A third offence within 12 months brings a final warning, with notification that additional problems will find the offender will be dismissed (Milkovich and Boudrean, 1997, p.627).

Further, disciplinary cases and seniority problems (including promotions, transfers and layoffs) would probably top the list. Others would include grievances growing out of job evaluations and work assignments, reduce overtime, vacations, incentive plans and holidays (Dessler, 1998, p.594).

**Conflict and Discipline-** There are four elements to assure adherence to generally acceptable work rules of such a system. (1) Establish rules – establishment of work and behaviour rules, (2) Communicate the rules to all employees, (3) Assess behaviour – performance evaluation typically assesses deficiencies, (4) Changing behaviour – Finally, assistance in changing behaviour and administering punishment (Milkovich and Boundrean, 1997, pp. 626 and 627).

### **Conclusion**

Manpower development is a good resource for a successful change. This serves as an effective means of bringing about changes in manpower skills in order to help them to achieve the goals of the organization to be more productive.

More specifically explained, manpower development is an activity, designed to increase the capacity to improve the skills of existing manpower and to supply efficient and capable manpower for the future to achieve the desired objectives of the organization.

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