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Training and Development in Human Resources Management

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Abstract

Education as a general definition; in the behavior of the individual through his own life it is the process of bringing about desired changes. Teaching, planned and planned education carried out in a certain place and in a time period called the programmatic part. Based on these definitions, my concept of education is more we can say that it is comprehensive. Development, employment in the organization to increase the performance of the employee. Made by the management during the period from the start of the it includes all efforts related to activities. Training and development in organizations or businesses involving employees activities have a number of purposes. These; to achieve high efficiency at an affordable cost, to increase the quality of goods and services for production, to prevent waste of materials, raw materials and energy, to help the organization in effective time management, to increase the level of organizational commitment by providing motivation and job satisfaction of employees can be counted as increasing and strengthening the corporate culture. In this study, the training and development function in human resources management is mentioned.

Key words: Human Resources Management, Training, Development, Training and Development

Jel Code: M10, M11

1. Introduction

Education is a regular and systematic phenomenon for people to gain knowledge and skills for predetermined goals. Through education, businesses aim to change the behavior of their employees.

Businesses; They direct their employees to training activities to gain new skills, technical knowledge, problem-solving abilities or new perspectives. Human resources management training and development as well as career management to prepare them in a quality manner within an institution. values knowledge, manners, and complementary educational use (Uras ve Kurşunoğlu, 2017: 248). Human Resources management, human resource selection, placement, training, development, career administrators and teacher assistants. Personality, talent, interest, personality, value and they show different types of characteristics with their behavior patterns. Organizations deal with different types of work a set of selection and placement operations for different selections can live. The problems experienced are again in human resources management. With the human method at hand, with gravity effectively and efficiently can solve (Telli, 2018: 173).

Through education;

- to minimize learning time in doing the job,

-To be able to carry out the work carried out at the highest level of technology,

-To adopt the views that are suitable for business purposes

- Facilitate the solution of existing problems in the business

-Helping to meet the workforce needs through rotation within the enterprise

It is ensured that the employees gain new knowledge and skills (Şahin, 2015: 18).

2. Education and Development

Education is generally defined as the process of imparting knowledge and developing skills and abilities.

If another definition is to be made, "education is expressed as a set of planned activities that serve to provide certain improvements in human behavior according to predetermined goals. In another definition, education is stated as the sum of the processes in which a person acquires the skills,

orientation, and other forms of behavior that have practical value in the society in which he lives (Sabuncuoğlu, 2012: 128-129). Staff education; educational activities and activities that broaden the horizons of professional knowledge, aim to make positive changes in thinking, rational decision-making, behavior and attitude, habits and understanding of employees and their groups so that they can carry out the duties they have undertaken or will undertake in the future more competently, and that increase their knowledge, manners and abilities. all actions (Fındıkçı, 2001: 257).

Training, on the other hand, includes more newly recruited personnel. It is an educational activity carried out in order to gain new qualifications according to the requirements of the job and to enable the individual to reach the required level of knowledge and skill. Upgrade is the improvement of already existing abilities. Although cultivation is done in a defined period of time, development; it is a work that does not end at a certain time, its boundaries are uncertain (Yüksel, 1998:179).

2.1.Importance of Education

Human resources are considered the most valuable capital in a business. So I must make the best use of this capital and not waste it. No matter which selection and placement technique is used when selecting employees in human resources; ensuring that the employee's knowledge and skills are 100% compatible with the job; It is quite difficult to perform the proper selection of elements exactly. This is due to the difficulty of determining the characteristics of recognizing people correctly (Yıldırım, 2017: 192).

 It is the labor force that will use the capital and the most modern machines worth billions of liras. Continuous training of the workforce is necessary for the efficient and profitable operation of enterprises. Workforce training is required to increase efficiency, quality, ensure safe operation and manufacture as soon as possible. Workforce training is a prerequisite for change, development and progress. Since the beginning of history, the number of occupational groups, division of labor and specialization have increased. The condition of being successful in a job is directly proportional to getting enough education about that job. It is very difficult to motivate an uneducated workforce (Özkaya, 1999: 147).

The main training needs of the workforce can be listed as follows, in order of importance (Uras ve Kurşunoğlu, 2017: 248):

• Technical information about the profession and job

• Practical knowledge to facilitate work

• New developments related to his profession

• Industry or business specific information

•Productivity

• Ergonomics

• Civil defense, fire, general culture

• Relations with superiors and subordinates

• Knowing his/her own authority and responsibility

In general, the reasons for the need for workforce training are:

• New technology

• Not having learned the profession fully in previous education

• Technological development and emergence of new problems over time

• Forgetting previous information, misremembering

• Working in a profession other than the one in which he was trained

2.2.Objectives of Education

Economic Purposes	Human / Social Purposes
Performance increase	Socialization of the employee
• Quality improvement	• Adaptation to the workplace
• Cost reduction	• Increased loyalty
• Reduction in work accidents	• Increasing job satisfaction
• Decreased error rate	• Increased motivation
• Decreased staff turnover rate	• Creativity development

• Improvement in business methods	• Cooperation and solidarity among employees
	• Integration with organizational goals
	• Increase in morale and self-confidence
	• Personal and professional development

Figure 1: Objectives of education

The objectives of the training can also be examined in two groups, in terms of recruited workforce and business.

In terms of the person hired;

- To accustom newly hired personnel to the job, to gain self-confidence,
- Increasing the commitment and productivity of the workplace, preparing a comfortable environment for the employees and making them feel it (Özkan, 2014).

In terms of business;

- To reduce the workforce-turnover rate and to increase the profitability of the business,
- Notifying the employee of responsibilities and eliminating the problems of unnecessary time loss in the future (Gökdeniz, 2019).

Topics covered in the Vocational Orientation Training are as follows;

- Introducing the physical environments that the personnel should know such as working hours-breaks-meal hours-rest room-dining hall-health cabinet-top management,
- Determining the activities, especially determining the workplace of the individual, informing about the business rules, albeit briefly,
- Businesses use many methods while applying Vocational Orientation Training. Since variables such as perspective on education, scale or financial structure, and human resources policies differ from business to business, the methods applied are also different (Balbay, 2007). These methods are:

• Business introductory publications, conferences, panel discussions, group meetings,

• Visual techniques (video-slide-photo...), Manual

• Business Tours and promotional activities conducted by experts

Since the Vocational Orientation Training gives the impression that the individual is valued by the business, it rapidly increases the individual's work motivation and thus productivity. With the increase in employee productivity, there is also an increase in operational efficiency (Demir, 2019).

As a result, Vocational Orientation Training is the first training program applied to those working in the enterprise. In this aspect; It plays an important role in increasing the efficiency of the employee and therefore the business. The rapid change in production techniques has highlighted the need of enterprises to attach importance to more education, to invest in more information and more development. Because the truth behind the concept of "human resource", which is accepted as the secret of competitive advantage, is its effective and efficient use. At this point, labor productivity In this respect; It plays an important role in increasing the efficiency of the employee and therefore the business (Şahin, 2010). The rapid change in production techniques has highlighted the need of enterprises to attach importance to more education, to invest in more information and more development. Because the reality underlying the concept of competitive advantage is its effective and efficient use.

2.3. Principles Followed in Education

In every business, apart from general purposes, it is possible to plan and carry out training activities according to different needs and purposes. There are some basic principles that must be followed in order to implement an effective training plan and program (Gökçe, 1994).

Continuity of Education

Continuity in education provides employees with the opportunity to adapt to new conditions in the face of an unexpected change. Businesses, which are in the process of rapid change and development in the industrial world, need to renew themselves in the face of this change (Englander, 2018).

Usefulness of Education

Before training activities are carried out, the purpose or objectives must be determined. The goal of education should be to achieve these goals. Educational activities that are not directed to a specific purpose lead to loss of money and time. As an example of educational purposes;

increasing productivity or reducing work accidents, increasing employee motivation (Shuınshına, 2019).

Another important point is to compare the cost of the training with the benefit to be obtained at the end of the training.

Equal Opportunity in Education

It is to benefit all employees who need training from training activities in the enterprise under equal conditions. Privileges should not be given to certain people and groups in benefiting from educational activities (Berman, 1997).

A Planned Education

Educational activities should be carried out within a certain plan and program. The plan allows the determination of why, where, how, when, and by whom the educational activities will be carried out for the future (Karakütük, 2012).

Active Participation of Relevant Persons

It is very important for the success of the training event that the employees participating in the trainings in the enterprise believe in the importance and benefit of the trainings and want to receive the training (Ergen, 2013).

2.4.Education Policies

The concept of politics; It can be defined as the ways and rules to be followed to achieve the goals. Determination of training policies is the first step for the planning and implementation of training activities in the enterprise. Education policies may relate to: aims of education, principles to be followed in education, type of education, purpose or aims of education etc (Sağlam, 2011).

2.5.Educational Planning

Human resources planning is all of the activities of determining the quality and quantity of the personnel that the organization will need in the future and determining how and to what extent this need can be met.

Human resource planning is the basic planning process of the organization's human resource needs. Fundamentally, the success of human resource planning largely depends on how closely the human resources department links people planning with the organization's business planning. While organizations plan for the future, the human resources manager has to establish a relationship between human resource planning and the organization's strategic business planning. Strategic planning is the process of identifying the core goals of the organization and developing comprehensive plans to achieve these goals (Ereş, 2004). Strategic planning is primarily to determine the basic orientation of the organization, which includes the structure, process and their human resources relationship.

In this context, strategic planning;

It should clearly state the purpose of the organization. Employees must have a commitment to organizational goals. The action plan should be prepared in the light of available or available resources, covering prone and talented employees.

Stages of the Education Planning Process

• Identifying Training Needs

Before starting the implementation of the training programs, the training needs should be determined. During the determination of the training needs, the scope of the training is understood and the analysts who will reveal the needs are determined.

• Organization (Organization Analysis)	• Selection of Trainers
• Job (Task) Analysis	• Determination of Education Topics
• Person (Performance) Analysis	• Place of Education
• Preparation and Implementation of the Training Program	• Time and Duration of Training
• Setting Goals	• Selection of Education Administration
• Scope of the Training Program	• Ways to be Followed in Measuring (Evaluating) Training Results
• Selection of Employees to Train	
• Bodies to Carry out Educational Activities	

Created by the author

Figure 2: Stages of the education planning process

3. Education Evaluation

Evaluations made regarding the evaluation of training programs should be able to reveal the status of the candidates and the adequacy of the programs. The degree to which the training programs implemented by the business can reach certain standards should be examined. These standards can be specified as the standards limited by the capacities of the officials in the enterprise and determined by the top management (Özdemir, 2009).

Evaluation includes the levels reached by the people participating in the training process and the evaluation of the trainers and the business. The tools to be used for assessment are "questionnaires" and "group discussions" (Kargın, 2007). The important thing in the training programs applied in businesses is that people can apply what they have achieved in their lives.

3.1. Educational Assessment Methods

Test Repeat Method

Before starting the training, a test is administered. The same test is applied again at the end of the training.

Previous -Next Performance Method

Despite the high probability of error in the test-repeat method used to measure the success of the training; First-last performance method has been developed to eliminate this misconception. In the method, the pre-training performance of each participant is measured by performance evaluation methods. This method is directly related to business behavior. The difference between the person before and after the training is not only measured theoretically. It is determined whether the development of knowledge, skills and abilities is reflected in behavior at work. What is important here is the phenomenon of change in work efficiency (Durkheim, 2013).

Experimental Control Group Method

This method is the most widely used and has the most effective measurement ability. In this method, it is used to evaluate the training activities in a group consisting of employees who will participate in the training (experimental group) as well as those who do similar work and have similar qualifications (control group). Employees included in the control group do not participate in the training; only those in the experimental group receive training.

Employees in both groups before the training; they are evaluated and compared in terms of their skills, intelligence, learning abilities and performance on the job. The same process is repeated after the training (Parker, 2006). If the training has been really effective; The increase in the performance of the workers in the experimental group is expected to increase better than that of the other group.

3.2.Educational Methods

While preparing and applying training programs, the choice of training method is made. It is necessary to decide whether the training will be on-the-job or off-the-job. We can divide education into two parts (Lodico, 2010; Lochmiller, 2015);

• On the Job Training

• Training outside of work

3.2.1. On-The-Job Training Methods

The most basic feature of these methods is the realization of training without removing the employee from the enterprise and his job. Work and education of the employee take place at the same time.

Benefits

• Its expenses are low, it does not require much investment, there are no travel expenses; it is economical.

• There is more opportunity to practice and practice.

• Since the employees do not go away from work; There will be no disruption in work and production.

• No adaptation problems

Benefits of Training and Development for Organization and Employees

- In terms of business;
- Increases productivity and raises productivity awareness.
- Increases the knowledge, skills and abilities of the personnel.
- Improves employee-employer relations.
- Ensures the adoption and full implementation of organizational policies.
- It reduces production, management and personnel costs.

- It reduces the resistance of the personnel to change.

- It increases the ability of the organization to make decisions and solve problems.

- It strengthens communication within the organization.

- Reduces maintenance costs of machinery and equipment

In terms of personnel;

- Develops self-confidence and sense of achievement.

- Increases communication skills and leadership knowledge.

- Increases job satisfaction.

- It helps to achieve personal goals.

- It provides satisfaction of personal needs.

- Eliminates the fear of taking on new responsibilities.

Disadvantages

- Trainers' performance may be low. Educators who may not be good trainers.

- The lack of modern and technological conditions in the workplace deprives the employee of modern and technological knowledge.

- Faulty production may occur during the learning process; Problems and malfunctions may occur in production tools and equipment.

- Working conditions in the workplace may not be suitable for training.

- Due to the large number of employees, it may be difficult to train a large number of people at the same time.

3.3.Some of The On-The-Job Trainings

- Supervised Training

- Routing Method

- Management Through the Guide

- Training Through Internship

- Job Change-Rotation Method

- Onboarding - Orientation Training

Orientation Training is the first training program applied to the employees in the enterprise. In this aspect; It plays an important role in increasing the efficiency of the employee and therefore the business. The rapid change in production techniques has highlighted the need of enterprises to attach importance to more education, to invest in more information and more development. Because the truth behind the concept of "human resource", which is accepted as the secret of competitive advantage, is its effective and efficient use. At this point, labor productivity In this respect; It plays an important role in increasing the efficiency of the employee and therefore the business. The rapid change in production techniques has highlighted the need of enterprises to attach importance to more education, to invest in more information and more development. Because the reality underlying the concept of competitive advantage is its effective and efficient use (Huang, 2020).

3.4. Educational Methods Applied Out of The Job

Since there is no training with the possibilities of the enterprise, non-operational training opportunities are applied. The methods used to train the employees who will receive training outside of their businesses -by separating them from their jobs-in another place or in the enterprise are as follows (Harteis, 2014; Kaymaz, 2010; Öztırak & Bayram, 2020) ;

- Conferences-learning methods
- Seminars etc. courses; It is more comprehensive and reciprocal than conferences.
- Case study method; As a group, it is discussed how to make a decision in the face of certain events that occur in the enterprise.
- Role playing method; Real-life examples are given to the trainees; In order to solve the problem in these examples, it is based on the fact that they enter various roles such as theater artists.

Other Methods;

- Business games method (Simulation)
- Self Study Method
- Research Case Method
- In Basket - expected problems method
- Sensitivity Training
- methods are also used.

Conclusion

Businesses will set some principles and objectives with the training programs they organize. Businesses need to determine very well on which subjects they will conduct their training activities, which techniques they will use, which tools they will use, when, where and by whom they will provide training. These are among the basic subjects in the training programs. With the correct and error-free realization of these, training activities in the enterprise will be able to reach their goals. In this way, unnecessary waste of money and time for the business can be avoided.

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