Socialization

- It is the process of adaptation of employees with new working environment of the organization

- It is the adjustment process for employees who begin a new job, transfer to other job, or promoted to higher level.

- New employee need to adapt to a new environment consisting of new work activities, new executive, diverse co-workers and standard of performance.

- Every organization have certain standard, rules, procedures and system, so every employee from top level to subordinate level should work in accordance of specified system and standard,

- Socialization provides guidance to all the existing and new employees for consideration of organizational system and standard

- For this HR department organize orientation program to communicate all the information necessary for employees adaptation.

- Decenzo and Robbins, "Socialization is a process of adaptation that takes places as individuals attempt to learn the values and norms of work roles".

- So, socialization is the process of adaptation that takes place as individuals attempt to learn the value and norms of work roles.

- It is the continuous process

Process of socialization

1. Pre-arrival stage: this is the period of learning in the socialization process that occurs before a new employee joins the org. It recognizes that each individual arrives with a set of organizational values, attitude and expectation. Example is 4 years bachelor course, students take internship at some organization.

2. Encounter : the first entry of the employee into the organization is the encounter stage. This is the stage of socialization process in which a new employee sees that the organization is really like and confronts the possibility that expectation and reality may diverge.

3. Metamorphosis: this is the stage of change in which, new employee changes and adjust to the job, work, group and organization. New employee need to adapt with any problems revealed during the encounter stage. Metamorphosis is completed when new employees become comfortable with the organization and their work team. They feel self confident in the job.

4. Outcome: when socialization process goes properly, it produces expected outcomes. It consists of productivity, commitment and turnover.

• Successful metamorphosis leads to a positive effect on new employees' productivity, commitment and reduce turnover.

Training

- Training is a process of teaching new employees the basic skills they need to perform task effectively and efficiently.

- It is necessary to increase the knowledge and skills of newly appointed employees and also for existing employees to accept change.

- It is designed for lower and middle level workers but it is also for supervisors, managers and other executives also need training to develop working efficiency.

- Definition:

- So, training refers to a systematic procedure designed to improve performance at the individual, group and organizational level.

- Training is a process which provide OPT. O=operational skills, P-problem solving ability and T-technical skill

- Generally training will be given by an expert or professional in related field or job. Training of employees is not continuous, but it is periodical and given in specified time.

- It bridges the gap between what the employees had and what the job demands.

Objectives of training

1. Increase productivity: the objective of training is to increase working efficiency of employees. They can do assigned job effectively. It facilitate for proper use of physical resources of the organization

2. Improve quality:. When employees are trained they get knowledge about procedures and system of production. There is less possibility of error and mistakes in doing work. It facilitate to improve quality of product and service.

3. Fulfill future HR needs: if an organization has good internal training system, it helps to develop working efficiency of employees. It helps for preparation of human resource planning on the basis of strategic planning of the organization. Therefore, when the needs of employees arise it can be fulfilled from internal inventory system of efficient employees.

4. Maintain working environment: a good training program help to develop positive attitude of employees. It help to maximize production and increase volume of business. It facilitate to improve employees incentives, good relation between management and employees and minimize supervision cost. It improve morality of employee and maintain better working environment.

5. Improve health and safety: a scientific training system provides knowledge about how to layout machine and equipment. It can help to prevent industrial accident. It develops confident level of employees and they do assigned job without feeling of fear of accident.

6. Change acceptance: training help employees to get knowledge, skill and efficiency, they can use such capabilities to work in dynamic environment.

7. Attitude change: objective of training is to change the attitude of employees toward their job, team members and management. Training helps to improve ability, skill and efficiency of employees. Beside they can get more information about outcomes of their efforts. It helps to develop their positive attitude toward management decision.

8. Proper use of resources: training involve providing job related knowledge to employees. It develops their working skills and efficiency. It help to minimize waste and breakdown of resources. The proper use of resources facilitates to maintain quality and quantity of product and services.

9. Maintain customer satisfaction: every organization need to provide products and service on the basis of needs and expectation of customers. Training emphasizes to improve working efficiency of employees to maintain continuous improvement of quality of product and service.

Benefits/needs/important of training and development

1. Increase productivity: the significance of training is to increase working efficiency of employees. It facilitates for proper use of physical resources of the organization. It contribute for minimization of wastage of resources and to maximize productivity of the organization.

2. Maintain morale: after training employee do the assigned job according to best of their efficiency and skill. They enjoy meaningful work accomplished through skill, knowledge and pride.

3. Reduced supervision cost: training give knowledge about use of machine and equipment, working procedure and producing goods and services. They can do independently. Only limited number of supervisors can guide them effectively.

4. Minimize accident: scientific training system provide knowledge about how to layout machine and equipment. It can help to prevent industrial accident. It develops confident level of employees and they do assigned job without feeling of fear of accident.

5. Maintain organizational stability (long term): training facilitate to maintain sufficient inventory of efficient manpower. The stability of organization can be maintained by providing job responsibility of own employees

6. Development of competency (ability): training provide technical and conceptual knowledge among employees which help to solve job related problems. They have knowledge about procedure and system of production of goods and services. There is no possibility of error and mistakes in doing work.

7. Managing change: change is natural and inevitable. Generally, employees resist the change because they have no knowledge about the outcome of change. But training help them to change the attitude. Therefore it facilitate for the management of change.

8. Better labor relation: training provide help to develop positive attitude of employees. It develops the feeling of mutual relation and mutual support among the employees. Training emphasize on career development of the employees.

9. Career development: training improve employees' working skills, efficiency and knowledge. It encourages employees to remove their weak areas for performance by taking training on time. It provide opportunities of job enlargement and job enrichment.

10. Effective communication: training emphasizes on open and two way communication among the employees. All the employees can express their opinion, view and knowledge each others, even to supervisors and managers. It encourages mutual interaction and support among the employees to solve difficult problem in the course of doing work

Methods/Types of Training

On-the-job training: (learning by doing)

It is concern with learning by doing in the organization. In this method employees coached and instructed by <u>seniors, supervisor and expert training instructor</u>.

1. Apprenticeship training (helper/assistance): in this method, employees work under <u>close supervision</u> of supervisor. They do work in accordance of instruction and guidance of supervisor. Long term training consisting of 1-5 years. Suitable for plumber, carpenter, jewelers, technician, accountants, mechanics etc.

2. Internship training: employees having some <u>theoretical</u> knowledge are given <u>practical</u> training. In the course of doing work if they face any difficulty they can take guidance from colleagues, seniors or supervisor. In this training employees are able to know both theoretical and practical knowledge for doing work independently. Mgmt. students and technical students join internship training program in many organization inside and outside the country.

3. Job instruction training (JIT): it is also known as training through <u>step by step</u> learning. It needs skilled trainers, extensive job analysis, schedule of training and prior assessment of the job knowledge of trainees. It involve four steps consisting (tell/show/do/follow

- The <u>preparation</u> of trainees for instruction involve putting them in ease, explaining the importance of the task and giving a general description of job duties and responsibilities.

- The <u>presentation</u> of instruction involves giving necessary information in a clear manner. Placing them at work sites, telling and showing them each step of the job

- In <u>practice</u>, trainees need to involve actual demonstration in trail on the basis of their understanding. If any errors occur they are corrected.

- In <u>follow up</u>, trainees are encouraged to ask questions when any difficulty felt and allowed them to work along with trainers.

4. Job rotation training: it refers to shifting an employee from one job to another job within the organization and providing training for accomplishment of new job.

5. Committee assignment training: management forms a <u>committee</u> for assigning specific task or to solve specific problem. The members of committee have diverse in knowledge, skills and efficiency, but also they need to solve problems remaining under certain procedures and system. So before starting work they need basic training of managers. It provide guidelines so they can do assigned work in accordance of guideline and information given by the management.

Merits and Demerits

Advantages of on-the-job training:

- Trainees can learn with the actual equipment that they are used and in real work environment
- They have feeling of actual production and service condition
- Additional trainers are not required so it is economical
- Trainee can learn rules, regulation, procedures and system by observing day to day operation
- It is suitable for teaching the knowledge and skills which can be acquired for short period of time.

Disadvantages of on-the-job training:

- It is highly disorganized and not properly supervised by the supervisor
- There are possibility of error in doing job as well as training
- Probability of accident due to lack of knowledge about how to operate machine and equipment
- It minimize productivity until they are unable to develop their full skill
- It is difficult to maintain quality of products or services through proper use of resources.

Off-the-job training

It is concern with learning outside the job. It is <u>not</u> a part of day to day job activity. The location may be within the organization premises or outside. Managers or experts trainers are hired for providing training to employee.

1. Lecture method: traditional method of training. It is effective when concepts, facts, principles and theories of problem solving are to be taught. It is appropriate when large number trainees are to be trained with in a short time. Training is given by training experts, supervisor or other individual experts in specific subjects. Power point presentation, discussion, film shows, case studies, demonstration are organized by trainers.

2. Conference method: limited number of trainees. It is participative and informative method of training. The trainers explain the subject matter and seek to develop understanding and knowledge through active participation of trainees. The participating individuals have opportunities to discuss each other for the matters of common interest.

3. Programmed instruction: it is <u>self</u> learning method with the help of text books, manuals or a teaching machine. Subjects matters of learning are arranged in a logical sequences. Trainees need to consider steps given in programs for learning subject matter of training. Trainees need to give answer of given questions and they receive feedback on the basis of their accuracy. Many software programs are developed and internet also facilities for video show for such training. (<u>teaching by machine method</u>)

4. Simulation: it is concerned with development of real work situation in training laboratory. In laboratory, an artificial environment is created for trainees that may be similar to real job situation. When there is more critical in actual work experience this method is more popular for employees training.

5. Case study: case represent the real problem that managers have faced in actual profession are given to trainees. Trainees study that problems, analyze the reasons, develop alternative solutions and select what they believe to be the best solution. It develops analytical and judgmental ability of trainees.

6. Demonstration: in this method the demonstrator actually shows the trainees how to do something. The instructor may show an assembler how to put something together, a tester how to test an engine, a sales manager show how to deal with a potential customer etc.

7. Role playing: (one stand in other shoes) trainees act out a given role as they would in a stage play. Two or more trainees in a given imaginary situation, which is explained to the group. No written lines no rehearsals. They have to quickly respond to the situation. It help to develop managerial ability.

8. Group discussion: it is also known as seminar or team discussion. The leader provide subject matters of discussion and all the members put their views one after another about the problem and their solution. They share and discussed each other's knowledge and information and come into conclusion through mutual understanding.

Merits and Demerits

Advantages:

- Off the job is planned and organized training
- Short term training where value of time of both trainer and trainees are taken into consideration
- It gives technical, analytical and conceptual knowledge of subject matter
- It can cover large number of trainees
- So it bear low cost

Disadvantages:

- It give only conceptual skills which become difficult to implement in practice.
- It is suitable only for managerial level and not suitable for low skilled employee
- There is lack of close interaction between trainers and trainees
- There is lack of active participation of learners therefore trainees remain passive.

Determining/assessment (identify) Training Needs

- Determining training needs is concerned with evaluating the <u>deviation</u> between expected performance and actual performance of employees in the organization.

- It facilitate managers to know whether training is necessary or not.

- Desired performance-actual performance=training need

- Whenever desired performance is below actual performance training is needed

- Performance= f(A×M×OD) A=ability   M=motivation   O=Opportunity to do

- When ability of employees is low then only training is necessary, otherwise not.

- <u>Determining training needs involve</u>:

    - Compare actual performance against standard performance

    - Identify the part of the job where employees feel difficult

    - Determine the types of training they need to overcome the specific difficulty in performance.

- After receiving the training, employees should have an observable change in ability, skill or knowledge.

- It helps in bringing about positive change in the knowledge, skill and attitude of employees.

Methods of determining training needs

1. Employee survey: this method is used to know the individual view of employees for need of training. In the course of doing activities, they may found deficiency in their performance. They may have desire to develop their working efficiency in their performance. In this method, <u>questionnaire</u> is prepared by focusing training need and distributed to employees for response. After collecting responses, they are complied and analyzed in systematic manner to know the need of training.

2. Performance analysis: this method considers deviation between standard performance and actual of employees is taken into consideration. Two types i) <u>employees level performance</u>: it determine the individual's capacity to do new or different work. It provide which employee need training and what kind of training is required. / ii) <u>organizational level</u>: it looks at the effectiveness of the organization and determine where training is needed.

3. Recommendation of supervisor: supervisors have direct and immediate relation with workers. They have knowledge about standard of performance, actual skills and efficiency of employees also knowledge about expected skills, efficiency and knowledge of employees for effective performance. Therefore they can recommend HR manager to manage training programs for specified employees. HR department give more importance for recommendation from supervisor.

4. Job or task analysis: for job or task analysis involve 3 activities consisting of

- collecting task related information: it is necessary to make job description and job specification

- Establishing standard for each task performance: after collecting information it is necessary to set standard of each task to meet predetermined objectives.

- Determining training need: for maintaining standard of performance it is necessary to realize the need of training for employees involved in different areas of performance.

5. Assessment of management: it is for organizational level training need. Top level management evaluate the overall achievement of performance and detects if any deficiency exists in actual achievement. In this method, assessment of organizational objectives and environmental factors are taken into consideration. Organizational objectives are changeable and they are also affected by changing environment. Training for adaptation with environment.

6. Direct observation: in this approach, management can <u>appoint</u> observer who is expert in the area of specified job. He can evaluate a worker's performance through first-hand observation and analysis. Observer watches, listens and evaluate the performance and interaction of employees. It help to find out the strengths and weakness of the workers and he recommend to organize training program to remove weakness.

7. Organizational policy: many organization have policy to manage training program for employee after specified time period like six month, 1 year or 2 year. Such training programs are managed to overcome weakness in performance. Sometime organization need to face competition due to change in competitor's strategies, policy, technology innovation and other activities. And sometime management take decision of merger, acquisition, business expansion, product diversification. That's why organization formulate policy for training program.

Management Development (executive)

- MD can be defined as an attempt of improving managerial performance by imparting (informing) knowledge, changing attitude and increasing skill there by enhancing the future performance of the company.

- It is very important due to ever changing environmental forces.

- It helps to understand cause and effect relationship, blend for experience, maintain relationship and think logically.

- It is essential for increasing skills and efficiency to become an effective manager.

- It is a long term process as managerial skills cannot be developed overnight.

- The aim of MD is not just to improve current job performance of manager but to prepare them for future challenging role.

- So, every MD program tries to enhance:
  - Job skill (basic skill, interpersonal skill, conceptual skill)
  - Level of motivation and confidence
  - Opportunity to move up in the hierarchy
  - Level of job performance/reward
  - Team work, mentoring and empowerment
  - Managerial decision making and implementation

Objectives of MD

1. Develop managerial skills: MD emphasize to give input among the managers about <u>how to solve difficult problems in actual work life</u>. It also give conceptual and analytical knowledge of various components of management.

2. Environmental adaptation: MD is a process through which potential mangers develop their managerial skills for handling situation, people and problems. They develop their managerial skills and develop ability about <u>how to act and react</u> according to changing environment in the organization.

3. Improve decision making ability: MD techniques facilitate to improve decision making ability of the manager. It develops employees creativity and analytical skills <u>to solve difficult problems</u>. It facilitates to bring uniformity and smoothness performance.

4. Improve potentiality (capability): MD program provide technical, conceptual and analytical knowledge of the manager. They can easily <u>understand behavior, situation and problems</u> of the organization. They can manage difficult situation and problem through tactful manner.

5. Job satisfaction: after MD managers can acquire new knowledge, skill and efficiency. It helps them to work in complex and difficult work environment. It change their behavior and attitude toward job.

6. Promote team work: MD promote the feeling of the mutual trust, interaction and support among the managers. They develop the positive attitude of working with superiors, colleagues and subordinates.

7. Generate new managers: the aim of MD is not just to improve current job performance but to improve them for <u>future challenging roles</u>. It is attempt to improve managerial performance by imparting knowledge, changing attitude and increasing skill. So when managerial jobs become vacant that responsibility can be assigned to lower level managers.

8. Facilitate business growth: after MD, it is possible to overall development of the organization. It facilitate for <u>expansion and diversification</u> of business. It develop working skill, efficiency and knowledge of managerial level and foster team work among the member of the organization. Proper utilization of resources and maximize productivity.

Methods/techniques of MD

- On-the-job method

1. Job rotation: when manager are able to get required skill, efficiency and experience for a particular job then such managers are shifted to another job. When managers join in new work they need to improve working efficiency and knowledge for new job. For this purpose they need MD program to get knowledge of job content, job procedure and other information. It is supportive for career development.

2. Coaching: supervisor are guided by their immediate line managers with more explicit (clear) and short term purpose. Line manager coach to supervisor through formal direction, criticism and suggestion for doing managerial job. They provide job assignment to supervisor for accomplishment in effective manner. If any error occurred in the course of doing job, line managers provide guidelines so that supervisor can correct themselves and compete job properly.

3. Committee assignment: in some cases, management form a committee for assignment specific task or solve specific problem. It can provide an opportunity for the employee to share in managerial decision making. It helps to learn by watching others and to investigate specific organizational problems.

4. Understudy assignment: lower level manager works under the guidance of immediate upper level manager. He play the role of assistant of senior manager. As a trainee, he work under the supervision and guidance of senior managers. His major duty is to learn the activities done by the senior manager. He can substitute when that post vacant.

5. Internship: in this method, supervisor having some theoretical knowledge are given practical training. Here participant have assigned a specific work to accomplish. If any difficulty, they can take guidance from colleagues, seniors or supervisor. They can develop managerial ability through <u>direct practice in real work</u>. It provide the knowledge of how to implement theoretical knowledge of management in practical life situation.

Off-The-Job method:

1. Seminar and conference: it is a formal meeting which is conducted in accordance of planned way. The trainer explain the subject matter and seek to develop understanding and knowledge through active participation of trainees. Trainees have opportunity to discuss each other for the matters of common interest.

2. Simulation exercise: it is concerned with development of real work situation in training laboratory. An artificial environment is created for trainees that may be similar to real job situation.

3. Case study: case represented the real problems that managers have faced in actual profession. It develops analytical and judgmental ability of trainees.

4. Sensitivity training: at the beginning, participants introduce each other by mentioning qualification, skills, area of expertise and experience. Then in the training time, they share their opinion, view, idea and knowledge toward each other about the assigned subject matter. In the process of discussion they try to understand attitude, belief, perception and level of knowledge of all the participants. The main advantages of this training is that participants about to develop decision making, criticism accepting, understanding other's view, working in team, environment of mutual support and problem solving ability.

5. Role playing: (one stand in other shoes) it allows trainees to <u>imitate</u> problems and to deal individual having problems. Trainees assigned roles and are asked to react to one another as they would have to do in their managerial job.

6. Behavior modeling: in this method, trainees are shown how to behave in realistic situation and the right way of doing things or solving problem. Participants learn through observation and imagination of role models and their style of working. They closely observe the activities of role model (which they watch in films or videotapes) like: working procedures, solution of problems, facing different situation, way of dealing with stakeholders.

7. Transaction analysis: in this method, participants learn managerial behavior by studying the behavior of people in different stages of life consisting of child, adult and parent. They made study the behavior of people at childhood, at the age of adult and at the parental age. This method was developed by Eric Barne and Thomas Harris. It will help manager to correct their behavior while transacting with their colleagues in the organization.