



# NEAR EAST UNIVERSITY

**Faculty of Economics and Administrative Sciences**

**Business Department**

## MAN 400

**" Training and Development "**

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## ABSTRACT

We know that human resource management has a very important function in the performance, success of the organization. So the companies should have the human resource who have the highest experiences, skills and responsibilities in order to take a very good position in the organization. Human resource management is to improve the productive contribution of people to the organization. Its responsibilities include placing the right person in the right job. All organization should give the necessary importance to the HRM. And the all activities of the human resource management are very useful for the organization because of their various contribution. Specially the training and development are the one of the most essential part of human resource management. Because the companies have very qualified and experienced personnels in the organization. And also it is absolutely unchangeable being role for success. Training refers to planned effort by a company to facilitate employee's learning of job-related competencies. These competencies include knowledge, skills or behaviour that are critical for succesful job performance. Development has focuses on management-level employees , while line employees received training designed to improve a specific set of skills needed for their current job. As the result of this, training and development provides some essential opportunities such as time, and high performance. So training and development have most important role in the success of the companies. Training and development are most important for Limasol bank. The bank provides basic training to its old employees, manages and new employees. The training programs is designed by the general manager. The basic training given is related to activities dealing with credits, public relations and also providing information about bank regulations. The training programs are conducted in the center of Nicosia and trainees are not sent abroad for training. Training is making conferance saloon of bank. The trainer is

no one in particular and current employees are selected randomly to act as trainer to the new employees. The time period of the training program varies according to the performance shown by the trainee.

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# **I- INTRODUCTION**

## **1.1 What is Human Resource Management ?**

Human Resource Management is the “ people” or personnel aspect of a management job. Basically, it is the management of people. Human resource management includes such activities as;

- 1- Job Analysis : Analyzing the job, understanding the job exactly, what is needed and what are the responsibilities and duties. In order to find the best person for the job, it is first necessary to have an understanding of the position. Job analysis is the procedure for determining the duties and skill requirements of a job and the kind of person who should be hired for it.
- 2- Human Resource Planning: Is the process of systematically reviewing human resource requirements to ensure that the required number of employees with the required skills are available of the required time.
- 3- Recruitment : Is the process of finding and attracting capable/ suitable applicants for employment.
- 4- Selection: The purpose of selection process is to identify and employ the best qualified individual for specific position. Selection is the process of choosing from a group of applicants the individual best suited for a particular position and organization.
- 5- Orientation: Is the guided adjustment of new employees to the company the job and the work group.
- 6- Training and Development: Is a planned, continuous effort by management to improve employee competency levels and organizational performance.



7- Performance Appraisal: System of review and evaluation of an individual's / team job performance.

8- Compensation: Is the total of all rewards provided to employees in return for their services.

Human resource management is very important to all managers. Because managers don't want to hire the wrong person for the job, experience high turnover, find your people not doing their best, waste time with useless interviews and also allow a lack of training to undermine your department's effectiveness if a firm's competitiveness depend on its employees, then the business function responsible for acquiring, training, appraising and compensating those employees has to play a bigger role in the firm's success. The linking of human resource management with strategic goals and objectives in order to improve business performance and develop organizational cultures that foster innovation and flexibility.

Human resource management is a part of every manager's responsibilities. These line responsibilities include; placing the right person in the right job and then orienting , training and compensating to improve his or her job performance .

The human resource manager and human resource department carry out there main functions:

- The manager exerts line authority in his or her unit and implied authority elsewhere in the organization.
- He or she ensures that the organization's human resource objectives and policies are coordinated and implemented.
- And he or she provides variuos staff services to line management such as; assisting in the hiring, trainning, evaluating, rewarding, promoting and disiplining of employees at all levels.

### **1.1.1 The Purpose of Human Resource Management**

The purpose of human resource management is to improve the productive contribution of people to the organization in ways that are strategically, ethically, and socially responsible. This purpose guides the study and practice of human resource management.

### **1.1.2 The Objectives of Human Resource Management**

Managers and human resource departments achieve their purpose by meeting objectives. Objectives are benchmarks against which actions are evaluated. Human resource objectives not only need to reflect the intention of senior management, they also must balance challenges from the organization, the human resource function, society and the people who are affected.

The management of people to achieve individual behaviour and performance that will enhance an organization's effectiveness. Human resource management encourages individuals to set personal goals and rewards guiding them to shape their behavior in accordance with the objective of an organization that employs them.

Human resource management is becoming more complex in the 1990s and its role is increasingly viewed as strategic one. The workforce, the economy and corporate culture are being transformed at an accelerating pace; changes in technology alone have already created crucial mismatches between employees' skills and employers' needs. Furthermore, these changes are taking place within a social environment in which employees' rights privacy and health risks are but a few of the factors at stake.

Human resource managers must figure out how to attract qualified employees from a shrinking pool of entry-level employees; how to train less educated ; poorly

skilled employees; how to keep experienced employees when they have fewer opportunities for advancement; and how to lay off employees equitably in an era of downsizing and economic recession. They must also retain employees to enable them to cope with increasing automation and computerization, manage increasingly complex employee benefits programs, fit workplace, policies to changing workforce demographics and employee needs and cope with the challenge of meeting government regulations in hiring practices and equal opportunity in employment.

According to one expert, "The direct handling of people is, and always has been, an integral part of every line manager's responsibility, from president down to the lowest-level supervisor."

For example, one major company outlines its line supervisors' responsibilities for effective human resource management under the following general headings:

1. Placing the right person on the right job.
2. Starting new employees in the organization.
3. Training employees for jobs that are new to them.
4. Improving the job performance of each person.
5. Gaining creative cooperation and developing smooth working relationships.
6. Interpreting the company's policies and procedures.
7. Controlling labor costs.
8. Developing the abilities of each person.
9. Creating and maintaining department morale.
10. Protecting employees' health and physical condition.

Human resource objectives consist of four objectives. These include; Organizational, functional, societal and personal objectives.



**Organizational Objectives:**

To recognize that human resource management exists to contribute to organizational effectiveness. Even when a formal human resource department is created to help managers, the managers remain responsible for employee performance. The human resource exists to help managers achieve the objectives of the organization.

**Functional Objectives:**

To maintain the department's contribution at a level appropriate to the organization's needs. Resources are wasted when human resource management is more or less sophisticated than the organization demands.

**Social Objectives:**

To be ethically and socially responsive to the needs and challenges of society while minimizing the negative impact of such demands on the organization the failure of organizations to use their resources for society's benefit in ethical ways may result in restrictions.

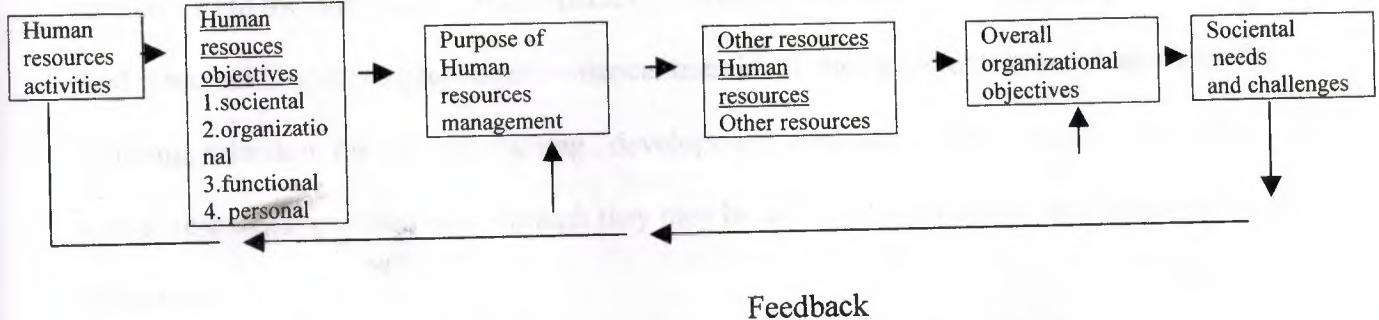
**Personal Objectives:**

To assist employees in achieving their personal goals, at least in so far as those goals enhance the individual's contribution to the organization. The personal objectives of employees must be met if workers are to be maintained, retained and motivated.



### 1.1.3. The Response of Human Resources Management to Societal Needs and Challenges

Figure 1.1: The Response of Human Resources Management to Societal Needs and Challenges



Source: Employee Training and development ( second edition, Raymond A. Noe)

Human resource activities meet human resource objectives. When these objectives are met, the purpose of human resources management is achieved through people who contribute to the organization's strategies and overall goals of effectiveness and efficiency. For these reasons, human resources executives play an increasingly important role in the governance of domestic and global companies.

Human resources activities are actions that are taken to provide and maintain an appropriate workforce for the organization. Not manager or human resource department undertakes every activity. Small companies may not have on human resources department and small employers with human resource departments may lack large budgets and adequate numbers of staff members.

These departments simply focus on the activities that are most important for the organization. New workers seldom meet the organization's needs exactly and so they must be oriented and trained to perform effectively. Development teaches employees new knowledge,

skills and abilities ensuring their continued usefulness to the organization and meeting their personal desires for advancement.

The responsibility for human resources management activities rests with each manager. If managers throughout the organization do not accept this responsibility. Human resource activities may be done only partially or not at all. Even when an human resource department is created within the organization both operating managers and human resources experts have dual responsibility for employee performance. Individual managers remain involved with planning, selection, orientation, training , development, evaluation, compensation, and other human resources activities even through they may be assisted by experts in the human resource department.

## **1.2- The Objective of the Study**

In that project, my target is to show how the training and development is applied in business and also to illustrate how the importance of training and development for businesses.

In the project the Limasol bank has been analyzed and the information collected has been so through an interview with the general manager of the bank.



## **II. TRAINING AND DEVELOPMENT OF HUMAN RESOURCES**

### **2.1. Training and Development**

Traditionally, training and development was not viewed as an activity that could help companies create “value” and successfully deal with competitive challenges. However, today that view has changed. Companies that use innovative training and development practices are likely to report better financial performance than their competitors that do not. Training and development also helps a company to meet competitive challenges. As companies attempt to expand into foreign market places, their success will be determined by employees’ ability to work in a new culture. Also, customers are demanding high-quality products and services. As a result, employees must understand how to monitor and improve the quality of goods and services. Many companies have decentralized operations and have employees working at home, as they travel and at different hours. Companies are also trying to better utilize employees’ talents through new work designs and new technologies such as computer-assisted manufacturing process. Although many companies are interested in using high-performance work system practices including teams and computers, employees may not possess the skill levels for these systems to be effective.

Training and development plays a key role in helping companies meet these challenges!

Companies want a work force that is motivated and productive, has up-to date skills, and can quickly learn new skills needed to meet changing customer needs. Employees want to develop skills that not only are useful for their current jobs but also are congruent with their personal interests and values.



The amount and type of training as well as the organization of the training function are influenced by the organization's degree of integration of business units ; its global presence; its business conditions; its staffing strategy; its human resource planning ; its extent of organization; and manager, employee and human resource staff involvement in training and development.

The degree to which a company's units or businesses are integrated affects the kind of training that takes place. In a highly integrated business , employees need to understand other units, services and products in the company. Training likely includes rotating employees between jobs in different businesses so they can gain an understanding of the whole business. How often and how well a company's training program is used is affected by the degree to which managers, employees ,and specialized development staff are involved in the process. If managers are not involved in the training process, training may be unrelated to business needs.

## **1.2. Training and Development Defined**

Training refers to a planned effort by a company to facilitate employees' learning of job- related competencies. These competencies include knowledge, skills, or behaviour that are critical for successful job performance.

Recently, it has been acknowledged that to gain a competitive advantage, training has to involve more than just basic skill development. That is, to use training to gain a competitive advantage, training should be viewed broadly as a way to create intellectual capital. Intellectual capital includes;

- basic skills
- advanced skills



- understanding of the customer or manufacturing system
- self-motivated creativity

Many companies have adapted this broader perspective, which is known as high-leverage training. High-leverage training is linked to strategic business goals and objectives, uses an instructional design process to ensure that training is effective and compares or benchmarks the company's training programs against training programs in other companies. Continuous learning requires employees to understand the entire work system including the relationships among their jobs, their work units and the company. Employees are expected to acquire new skills and knowledge, apply them on the job, and share this information with other employees.

Traditionally, development has focused on management-level employees, while line employees received training designed to improve a specific set of skills needed for their current job. However, with the greater use of work teams and employees' increased involvement in all aspects of business, development is becoming more important for all employees.

Development refers to formal education, job experiences, relationships, and assessment of personality and abilities that help employees prepare for the future. Because it is future-oriented, it involves learning that is not necessarily related to the employee's current job.

"The essence of human resource management is that employees are valued assets and that their value should be increased by a systematic and coherent approach to investing in their training and development. Resourcing is about providing the skills base needed by the organization. Human resources development is about enhancing and widening these skills by training, by helping people to grow within the organization, and by enabling them to make better use of their skills and abilities." (Armstrong, 1992).

**Figure: 1.2 Comparing Training and Development**

<u>Comparison between Training and Development</u>		
	<u>Training</u>	<u>Development</u>
Focus	current	future
Use of work experiences	low	high
Goal	preparation for current job	preparation for changes
Participation	required	voluntary

Source: Werther, Willem B and Davis, Keith. (HR And Personnel Management).

Traditionally , training is focused on helping improve employees' performance in their current jobs.

Development helps prepare them for other positions in the company and increases their ability to move into jobs that may not yet exist. Development also helps employees prepare for changes in their current job that may result from new technology, work designs, customers, or product markets. Because training often focuses on improving employees' performance in their current jobs, attendance of training program is required.

## **2.3 Why is Employee Development Important?**

Employee training and development is a necessary component of a company's efforts to improve quality, to retain key employees, to meet the challenges of global competition and social change and to incorporate technological advances and changes in work design. Peter Senge ( 1997) claimed there major driving forces to which organizations were now having to respond:

- Technology .
- Globalization of business.
- Systems breakdown and control.

In order for organizations to cope with the above challenges and ensure reliable organizational outcomes, their managers will have to invest in training and development. Senge was one of the main originators of the learning organization and continues to stress the need for organizations to share knowledge : “ Sharing knowledge occurs when people are genuinely interested in helping one another develop new capacities for action: it is about creating learning processes” ( P. Senge, 1997)

## **2.4 The Goals of Training and Development**

The main goal of training and development is to help the organization achieve its objectives by adding value to its key assets- the people it employs. It means investing in people to enable them to perform better and to empower them to make the best use of their natural abilities. The particular objectives of training and development are to:

- Develop the competencies of employees and improve their performance.
- Help people grow within the organization in order that, as far as possible, its future needs for human resources can be met from within.
- Reduce the learning time for employees starting in new jobs on appointment, transfer or promotion, and ensure that they become fully competent as quickly and effectively as possible.



## **2.5. Training and Development Benefits to the Organization**

The main benefits of training and development to the organization can be listed as ;

- 1- Improves the job knowledge and skills at all levels of the organization.
- 2- Improves the morale of the workforce.
- 3- Helps people identify with organizational goals.
- 4- Helps create a better corporate image.
- 5- Improves the relationship between boss and subordinate.
- 6- Aids in organizational development.
- 7- Learns from the trainee.
- 8- Helps prepare guidelines for work.
- 9- Provides information for future needs in all areas of the organization
- 10- Organization gets more effective decision-making and problem solving.
- 11- Aids in increasing and/or quality of work.

Training and development pay dividends to the employee and the organization, the personal need career goals of the employee are furthered, adding to his/her abilities and value to the employer, which furthers, the objective of managers and human resources department. However , training and development are not universal solution to every need. Effective job designs , selection, placement and other human resource management activities are necessary too.



## 6. Diagnosis of Training and Development Needs

Training and development has always been important. In recent years, however, the process of training and development has become more important than ever in order for organizations to cope with accelerating change which affects existent training needs and future training needs .

According to Kenney and Reid ( 1994) , the most common methods of diagnosis of organizational training needs are the following:

- Evaluation of Personnel: The director ( or a team) evaluates the personnel's performance. This process takes place periodically with an evaluation form. That form contains questions in which the ability to take good knowledge and the abilities of organizing , leadership and progress will be reported.
- Analysis of Work: Every step which takes place during the work performance examined in order to determine if it is really needed. After determining the necessary steps, the areas in which employees need training must be identified.
- Analysis of Skill: The trainer must first identify the differences between new and experienced employees, in relation to their effectiveness. These differences will show the size of the training need for the new employees.
- Observation: Observation can help the trainer find out what an employee does not do correctly and in that way to determine the training needs.
- Changes in the Organization or the Job: The creation of new job positions , the abolition of old positions and the integration of positions are some important changes which often take place in a company and generate the need for training.

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- Interviews between Superordinates and Subordinates. Very often, when the superordinates and subordinates discuss training needs as well. These interviews can be formal or informal.
- Analysis of Data: Selecting data from departmental records( such as personnel statistics, accident records, training reports, and staff appraisal forms) also helps to identify training needs.
- What other Organizations do: According to this method, small organizations must take advantage of information about what larger organizations do in relation to training.

## **2.7. Understanding Training and Development**

To understand how training should be developed and operated within an organization, the first requirement is to appreciate learning theory and approaches to providing learning and development opportunities in organizations. It is then necessary to understand the following approaches to training( Armstrong, 1996):

- Training Philosophy.
- The Process of training.
- Identify Training Needs.
- Planning Training.
- Conducting Training.
- Responsibility for Training.
- Evaluating Training.



### 2.7.1. Training Philosophy

According to Armstrong (1996), the training philosophy of an organization expresses the degree of importance it attaches to training. Organizations with a positive training philosophy understand that they live in a world where effectiveness is achieved by having higher quality people than other organizations employ, and that this need will not be satisfied unless they invest in developing the skills and competencies of their people. They also recognize that actual or potential skill shortage can threaten their future prosperity and growth. In hard economic terms, these organizations are convinced that training is an investment that will pay off. They understand that it may be difficult to calculate the return on that investment but they believe that the tangible and intangible benefits of training will more than justify the cost.

It is not enough, however, to believe in training as an act of faith. This belief must be supported by a positive and realistic philosophy of how training contributes to the bottom line. Underpinning this belief is the need to set concrete objectives for training in terms of a return on investment, in the same way as other investments have to demonstrate a pay-back. The main areas in which such a philosophy should be developed are the following:

- A Strategic Approach to Training : this takes a long-term view of what skills, knowledge and levels of competence employees of the organization need.
- Relevance: Training must be relevant to identify appropriate training needs.
- Problem-based: Training should be problem-based in the sense that it should be planned to fill the gaps between what people can do and what they need to do, now and in the future.
- Action-orientated: Training philosophy should stress that training exists to make things happen, to get people into action, and to ensure that they can do things



they are doing now better, or will be able to do things that they could not do before.

- Continuous Development: Learning is a continuous process and, therefore, a policy of continuous development should be pursued.
- Training Policies: These should provide guidelines on the amount of training needed, the proportion of turnover that should be allocated to training, the scope and aims of training schemes, and the allocation of responsibilities for training.

### 2.7.2. Types and The Process of Training

#### a) Systematic training

“ Systematic training is specifically designed to meet defined needs. It is planned and provided by people who know how to train, and the impact of training is carefully evaluated.”( Armstrong , 1992) , It is based on a simple, four-stage model expressed as follows:

- Define training needs.
- Decide what sort of training is required to satisfy these needs.
- Use experienced and trained trainers to plan and implement training.
- Follow up and evaluate to ensure that it is effective.

The model of **systematic training** provides a good basis for planning training programs, but it is often oversimplified- training is a more complex process than this. Another drawback of systematic training is that insufficient emphasis is placed on the responsibilities of managers and individuals for training. The concept of **planned training** provides a more comprehensive description of the training process.

## **b) Planned Training**

Planned training is defined by Kenney and Reid ( 1994) as “ a deliberate intervention aimed at achieving the learning necessary for improved job performance”. The process of planned training consists of the following steps:

- Identify and define training needs.
- Define the learning required.
- Define the objectives of training.
- Plan training programmes.
- Implement the training.

### **2.7.3. Identification of Learning and Training Needs**

Training must have a purpose and that purpose can be defined only if the learning needs of the organization and the groups and individuals within it have been systematically identified and analyzed. According to Kempton ( 1995), training needs can be identified at the individual and the organization level.

#### **\*At the individual level**

- Identification will need to begin with the job description. This will provide a list of the skills and knowledge required. It can be compared with the actual skills and knowledge that the job holder possesses.

- Another approach could be to look at critical incidents over, say, the past three months that were particularly challenging or stressful. The training can then be directed at the areas that are most relevant.
- Managers will also be able to identify training for their subordinates. One of the best ways of achieving this is through the appraisal interview, where agreed training needs can be identified.
- Individuals may request training that they perceive will equip them for a change of job, either laterally or through promotion.

#### **\*At the organizational level**

- Training needs may be identified through the performance appraisal systems. This may provide the key channel for feeding back individual needs. The information should be processed by a human resource professional in order to plan the overall needs of the organization.
- The management team may identify areas from the corporate plan they want included in the training plans.

#### **2.7.4. Planning Training Programs**

Every training program needs to be designed individually, and the design will continually evolve as new learning needs emerge, or when feedback indicates that changes are required. According to Kempton (1995), before consideration is given to special aspects of training programs for managers, team leaders, craft and technical trainees, and office staff, decisions are necessary in the following areas:



- Objectives: The objectives need to be considered against the desired results. The end-result will be the acquisition of a new skill or changed behaviour. Skills and behaviours can be learned. A skill can be learnt in isolation whereas behavioural change will lead to permanent change in the values and behaviours held. That means, teaching the skill of juggling to people who can not juggle is achievable.
- Location: Is the training to be on-site? Is the training to be run by an external source?
- Timing: Is there an optimum time for the training to take place? What is the duration of the training , and if it is to be a series of courses does a pilot course need to be planned?
- Level: If the training is to be just conceptual, are the trainees experienced enough to be able to relate it to the work situation?
- Techniques : Consideration should be given to elements of technique. Is it appropriate to use case studies or role plays? What is the objectivity level of the trainer and the expectation of the trainee? There is a variety of training techniques that can be used. According to Armstrong ( 1996), these techniques can be divided into :
  - On-the-job techniques, which are practiced on a day-to-day basis or as part of a specially tailored training programme. These techniques include demonstration, coaching, job rotation, planned experience and mentoring.
  - Off –the –job techniques, which are used in formal training courses away from the place of work. These techniques include lectures, talks, discussion, the discovery method, case study, role-playing, simulation, group exercises, team building, distance learning, outdoor learning and workshops.

- On –or off – the job techniques , which include instruction, question and answer, action learning , assignments, projects, guided reading, computer-based training , interactive video and video.

### **2.7.5. Conducting Training Programs**

According to Armstrong ( 1996), the only general rules for conducting training programs are that first, the courses should continually be monitored to ensure that they are proceeding according to plan and within the agreed budget and second, all training should be evaluated after the event to check on the extend to which it is delivering the required results.

There are , however , a number of considerations which affect the conduct of training for specific occupations, and those concerning managers and team leaders, sales staff, skilled workers and office staff are the following:

- Management and team leaders training.
- Sales training.
- Technical office staff.
- Team building training.
- Meeting the training needs of special groups.

### **2.7.6. Responsibility for Training**

It is believed that most learning occurs on the job through coaching, planned experience and self-development. The onus is on managers and individuals to ensure that it takes place.

Senior management must create a learning organization in which managers recognize that

training and development are a key part of their role and one on which their performance will be assessed.

The role of a specialized training function is generally to provide advice and guidance to managers on their training responsibilities. According to Armstrong ( 1996), some of the responsibilities of a training function are the following.

- Developing training strategies which support the achievement of business strategies.
- Analyzing and identifying corporate and occupational training needs.
- Developing proposals on how these needs should be satisfied.
- Preparing plans and budgets for training activities.
- Identifying external training resources, selecting external training providers, specifying what is required from them and ensuring that their delivery of training meets the specification.
- Advising on external training courses for individuals or groups.
- Organizing internal courses and training programmes, but often relying on outside help for the whole or part of formal training courses.
- Training managers, supervisors and mentors in their training responsibilities.
- Providing help and guidance to individuals in the preparation and implementation of personal development plans.
- Monitoring and evaluating the effectiveness of training throughout the organization.



### **III- TRAINING AND DEVELOPMENT AT THE LIMASOL TURK COOPERATIVE BANK**

#### **3.1- Background of Limasol Turk Cooperative Bank**

The bank was established at 1939 in Limasol. First of all the bank started its business life as a village cooperative in Limasol. The bank was organized under the regulations of Limasol cooperative. As of 1994, the bank has branches over the whole North Cyprus. It has seven branches; Two of them in Nicosia, one of them in the center of Nicosia and other one at the Sarayönlü. There are two branches in Kyrenia and one branch in Famagusta, and another branch in İskele. The last one is in Güzelyurt.

There are 130 personnels in all of the branches. There are some subfoundations belong to the bank. One of them is Limasol insurance which can be found in all branches. Other subfoundations are Limasol finance and travel agent. The general manager's name is Taner Ektal, board of director's name is Gözel Halim, Nicosia center branch manager's name is Şerife Savoğlu and other member's name are Cemal Berkin, Mehmet Düzbeyaz, Haluk Can , Özkan Barışal, Hüseyin Kemaler and Mustafa Yeniada.

The bank has links all over the world. Garanti Bank is foundation of Limasol Bank and also Limasol Bank links with Midland bank of England. The bank includes following parts; These are exchange , insurance, accounting and credits. The bank has got 62 years background history in Cyprus banking.

#### **3.2- Training at Limasol Turk Bank**

The bank provides basic training to its old employees, manages and new employees. The training programs is designed by the general manager. The basic training given is related to activities dealing with credits, public relations and also providing information about bank

regulations. The training programs are conducted in the center of Nicosia and trainees are not sent abroad for training. Training is making conference saloon of bank. The trainer is no one in particular and current employees are selected randomly to act as trainer to the new employees. The time period of the training program varies according to the performance shown by the trainee. It can last from one day, one week , or more.

The effectiveness of the training program is measured through an exam which is given to the trainee to measure its effectiveness and how successfully the trainee has learnt the information given.

According to the general manager, training has been a part of the bank since it was first established, and that it benefits the bank in that it allows employees to be more effective in their dealing with customers and in their job- related performance.

#### **IV- CONCLUSION**

Training and development are one of the most essential part of human resources management and people. Training refers to a planned effort by a company to facilitate employees' learning of job-related competencies. These competencies include knowledge, skills or behaviour that are critical for succesful job performance. Training focus on business needs and performance. The aim of the training , is to help the organization achieve and help the company and personnel to become more successful in the business life.

Development has focuses on management – level employees , while line employees received training designed to improve a specific set of skills needed for their current job. Development refers to formal education, job experiences, relationships and assessment of personality and abilities that help employees prepare for the future.



The main goal of training and development is to help the organization achieve its objectives by adding value to its key assets the people it employs. The particular objectives of training and development are to develop the competencies of employees and improve their performance and reduce the learning time for employees starting in new jobs on appointment, transfer or promotion and ensure that they become fully competent as quickly and effectively as possible.

Training and development pay dividends to the employee and the organization, the personal need career goals of the employee are furthered, adding to his/her abilities and value to the employer, which furthers, the objective of managers and human resources department. Training and development have a lot of effects. Without training and development both business life and people do not get develop and get profits. We must take care about those things. The process of training and development have become more important than ever in order for organizations to cope with accerelating change which affects existent training needs and future training needs.

The bank provides basic training to its old employees, managers and new employees. The training programs are designed by the general manager. The basic training given is related to activities dealing with credits, public relations and also providing information about bank regulations. The training programs are conducted in the center of Nicosia and trainees are not sent abroad for training. The trainer is no one in particular and current employees are selected randomly to act as trainer to the new employees. The time of period of the training program varies according to the performance shown by the trainee.

The effectiveness of the training program is measured through an exam which is given to the trainee to measure its effectiveness and how successfully the trainee has learnt the information given. According to the general manager, training has been a part of the bank since it was first established, and that it benefits the bank in that it allows



employees to be more effective in their dealing with customers and in their job-related performance.

## **V- RECOMMENDATIONS**

In our previous part, we examined hand bank and we mentioned how training and development are important for bank. The bank provides training to its old employees, managers and new employees. Because training is very important for the bank. Training and development provide most benefits to organization. That is, improves the morale of workforce, improves job knowledge and skills at all levels of organizations and helps prepare guidelines for work. We will not be successful without training and development.

As we seen at bank example, persons must be satisfied at the examinations before begin the work. In other words, they are knowledges are examined and if they are satisfy they have earn right for work. New personels start working with qualified ones in order to adapt and learn the bank business. Every month new personnels change their parts for learn whole procedures in the bank. In my opinion, all personnels in Limasol bank are very disiplined, polite, qualified and experienced. Above all they are open new technology in their business life.

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