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M.Com Sem IV
Subject: Human Resource Development
Methods of Employee Training

Introduction

Employee training is a planned effort by an organization to **facilitate employees' learning of job-related competencies**. These competencies may include knowledge, skills, or behaviors that are critical for successful job performance and organizational growth.

Training methods are broadly classified into:

I. On-the-Job Training

II. Off-the-Job Training

I. On-the-Job Training

Definition:

This refers to training given to employees while they are performing their regular job at the workplace. It is the most widely used method, especially for practical and operational roles.

Key Features:

- Real-time, practical learning.
- Takes place in the actual work environment.
- Supervision by senior workers or trainers.
- Low cost and time-efficient.

Methods of On-the-Job Training:

1. Job Instruction Training (JIT)

A step-by-step method where a trainer explains and demonstrates each part of the job to the trainee.

Steps:

1. Preparation

2. Presentation

3. Performance

4. Follow-up

Example: A factory worker is trained to operate a machine by a senior operator.

2. Coaching

A one-on-one training where a supervisor or experienced employee guides and advises the employee regularly.

Example: A senior accountant coaching a new recruit.

3. Mentoring

A mentor guides the personal and professional growth of the mentee.

Example: A senior manager mentoring a junior executive.

4. Job Rotation

Trainees are moved from one job to another to gain a broad understanding.

Example: Management trainee in various departments.

5. Apprenticeship Training

Long-term structured training under a skilled worker.

Example: Electricians, plumbers, mechanics.

6. Committee Assignments

The trainee works as part of a committee to solve real organizational problems.

Example: Task force on improving customer service.

7. Understudy Assignment

The trainee works as an assistant to a senior executive.

Example: Deputy manager under a general manager.

II. Off-the-Job Training

Definition:

Training that occurs away from the actual work environment. It may be conducted internally or externally, often using simulation, classroom teaching, or theoretical content.

Key Features:

- Structured and formal.
- Focuses on theory and soft skills.
- No disruption to daily work.

Methods of Off-the-Job Training:**1. Classroom Lectures**

Traditional method where trainers deliver lectures to groups.

Example: Induction training in a classroom.

2. Case Studies

Real or hypothetical problems are discussed and solved.

Example: MBA students solving HBS cases.

3. Role Playing

Participants act out real-life roles to understand human interactions.

Example: Customer service scenarios.

4. Simulation

Replicates real job situations using models or software.

Example: Flight simulators for pilot training.

5. Vestibule Training

Training is conducted in a simulated environment away from the actual workplace.

Example: Bank employees trained using dummy accounts.

6. Conferences and Seminars

Group discussions and expert sessions on specialized topics.

Example: Leadership seminar for managers.

7. Programmed Instruction

Self-paced learning using printed materials or software.

Example: E-learning modules with quizzes.

8. E-Learning / Online Training

Training via digital platforms using videos and interactive content.

Example: Courses on Coursera.

9. Behavioural Simulation Methods

Includes in-basket exercises, business games, and assessment centers.

Comparison: On-the-Job vs Off-the-Job Training

Feature	On-the-Job Training	Off-the-Job Training
Location	At the workplace	Away from the workplace
Cost	Low	Moderate to High
Risk of Error	Present	Absent
Learning Style	Practical	Theoretical + Simulated
Trainer	Supervisor/Senior	Expert, Instructor
Interruption to Work	Minimal	None
Suitability	Technical, operational jobs	Managerial, conceptual skills

Conclusion

Both on-the-job and off-the-job training methods are essential for holistic employee development. The choice depends on the nature of the job, the learning objective, cost and time availability, and the employee's position. In practice, organizations use a blended approach combining theoretical instruction with hands-on practice.