

Impact of training and development in improving work performance

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Abstract

Training is the process of enhancing the skills, capabilities and knowledge of all types of employees for doing a particular job. Training process moulds the thinking of employees and leads to improvement in the performance of employees. It is continuous and never ending process in nature. Well said:-

Improved capabilities, knowledge and skills of the talented workforce proved to be a major source of competitive advantage in a global market. (McKinsey, 2006).

Training and development is a function concerned with organizational activity aimed at improving the job performance of individuals as well as groups working in the organisation. It can be described as "an educational process which involves the sharpening of skills, concepts, changing of attitude and gaining more knowledge to enhance the performance of employees".

This paper aims to study the reasons behind conducting training and development programmes, various benefits through such programmes and methods of training and development process.

Keywords: training, development, skills

Introduction

To develop the desired knowledge, skills and capabilities of the employees, to perform well on the job, requires effective training programs that may also effect employee motivation and commitment.

(Meyer and Allen, 1)

Training focuses to develop employees for their current jobs and development is preparing employees for future roles and responsibilities. It is a process of transferring information and knowledge to employees. It should be considered along with education policies and systems which are crucial to the development of human resources.

When hiring workforce, almost every organization looks for involved, committed, effective and productive employees. But not every organization understands that you have to work to build your workforce for it and it requires lot of planning and commitment along with strategies and policies to go with it.

Organizations who invest in building their workforce usually have well tested strategies working for them. These include:

- Providing tools and techniques for enhancing productivity of new employees
- Defining core competencies at all levels and providing development paths to excel in those competencies
- Identifying and providing challenges to employees with opportunities and building their confidence
- Improving managerial and interpersonal skills
- Motivating employees for continuous career growth and skill development
- Encouraging collaborative team effort and unleash team synergy

The development opportunities at workplace are taken at top priority by the employees as it helps in career growth. Investing in employee's future is of great importance and helps to improve retention of employees. Continuous employee development not only leads to better productivity,

but also helps to earn employees loyalty. Employees tend to stay with the organizations that care for them, not only in good times, but difficult times as well.

Training can play a massive role when organizations strategize on creating development opportunities for their workforce. Selection of training programmes for employees is of great significance as it helps in securing adequate return on investment. It helps employers in getting increased productivity, committed employees, knowledge workers and employees loyalty besides other benefits.

Corporate houses can plan for various types of trainings depending upon the options which provide big payoffs for them. For example:

- Orientation helps new employees in getting acclimated with company's protocols, ways of doing work and helps in getting familiar with the company's culture better.
- Legal and compliance trainings help in being good corporate citizens.
- Tools and technology trainings increases employees productivity.

Training and development helps in inculcating the sense of team work, team spirit, and inter-team collaborations.

- Training and development helps in improving the health and safety of the organization thus preventing obsolescence.

Training should be considered critical for ongoing development, success and retention of employees. In order to support continuous learning and development for their employees, employers need to create and foster an organization extensive learning environment, offer support for learning within the organization, provide access to professional library or knowledge repositories, offer tuition reimbursement, etc.

The Need for Training and Development

Before we say that technology is responsible for increased

need of training inputs to employees, it is important to understand that there are other factors too that contribute to the latter. Training is also necessary for the individual development and progress of the employee, which motivates him to work for a certain organisation apart from just money. We also require training update employees of the market trends, the change in the employment policies and other things.

The following are the two biggest factors that contribute to the increased need to training and development in organisations:

1. **Change:** The word change encapsulates almost everything. It is one of the biggest factors that contribute to the need of training and development. There is in fact a direct relationship between the two. Change leads to the need for training and development and training and development leads to individual and organisational change, and the cycle goes on and on. More specifically it is the technology that is driving the need; changing the way how businesses function, compete and deliver.
2. **Development:** It is again one the strong reasons for training and development becoming all the more

important. Money is not the sole motivator at work and this is especially very true for the 21st century. People who work with organisations seek more than just employment out of their work; they look at holistic development of self. Spirituality and self awareness for example are gaining momentum world over. People seek happiness at jobs which may not be possible unless an individual is aware of the self. At ford, for example, an individual can enrol himself / herself in a course on ‘self awareness’, which apparently seems inconsequential to ones performance at work but contributes to the spiritual well being of an individual which is all the more important.

The critical question however remains the implications and the contribution of training and development to the bottom line of organisations performance. To assume a leadership position in the market space, an organisation will need to emphasise on the kind of programs they use to improvise performance and productivity and not just how much they simply spend on learning!

Here are some important benefits of training and development.



Fig 1

Enhances productivity: Training and development directly improves efficiency and productivity of employees. Employees remain up to date with new technology and thus use existing ones in a better way. Well trained employees show both quantity and quality performance. There is less wastage of time, money and resources when employees are properly trained.

Less monitoring required: Training improves necessary skill sets in employees and empowers them to address tasks

independently. In other words a well trained employee will be well acquainted with the job and hence they need less of supervision.

Chances of errors and accidents lessen: Most of the errors occur because of many employees lack the desired knowledge and precise skills required for doing a particular job. Continuous Training and development ensures that employees get the right skills at right time. The more trained an employee is, the less are the chances of committing errors in job.

Talent pool: Creating a pool of cross-trained employees helps to bridge gaps when someone unexpectedly leaves the company - or if they accept a transfer or a promotion. Employees can be trained on a minor additional skill in sales, customer service, administration and operations. Cross-training also fosters team spirit, as employees appreciate the challenges faced by co-workers.

Increases employees potential: Most of the companies overlook the hidden talent of their employees, Training and development provides a catalytic platform for employees to share their ideas with management. It has been proved that some employees might be yearning for a leadership role within the business, but because there is no leadership development program in place, these individuals don't get the chance to prove their ability or further develop these hidden skills. Allowing employees to attend these programs helps to spot the leaders of tomorrow within current work force.

Increases Job satisfaction: Training and development makes the employees feel more satisfied with the role they play in the company or organization. This is driven by the great ability they gain to execute their duties. They feel they belong to the

company or the organization that they work for and the only way to reward it is giving the best services they can.

Reduction in attrition rate: Employee turnaround costs time and money. Training creates a feeling of confidence in the minds of the employees. It gives them a security at the workplace. As a result, labor turnover and absenteeism rates are reduced.

Address employee weaknesses: Most of the employees have certain weaknesses in their workplace, which hinder them from giving the best outputs. Training assists in eliminating these weaknesses, by strengthening workers skills and dissolving inner barriers. A well-organized development program helps employees gain analogous skills and knowledge, thus bringing them all to an advanced uniform level. This simply means that the whole workforce is reliable, so the company or organization doesn't have to rely only on specific employees.

Besides this team spirit, skills development, optimum resource utilization, improved profitability and organizational development are some other important benefits of training and development.

Kinds of Training Programs

Methods of Training and Development Programmes

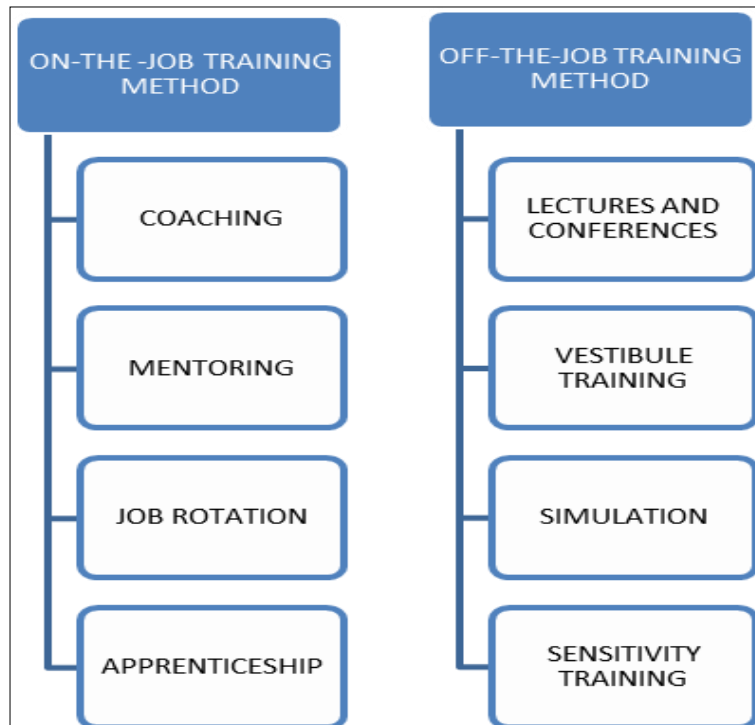


Fig 2

On-the-job training Methods

Under these methods new or inexperienced employees learn through observing peers or managers performing the job and trying to imitate their behaviour. These methods do not cost much and are less disruptive as employees are always on the job, training is given on the same machines and experience would be on already approved standards, and above all the

trainee is learning while earning. Some of the commonly used methods are:

1. Coaching: Coaching is a one-to-one training. It helps in quickly identifying the weak areas and tries to focus on them. It also offers the benefit of transferring theory learning to practice. The biggest problem is that it perpetrates the existing

practices and styles. In India most of the scooter mechanics are trained only through this method.

2. Mentoring: The focus in this training is on the development of attitude. It is used for managerial employees. Mentoring is always done by a senior inside person. It is also one-to-one interaction, like coaching.

3. Job Rotation: It is the process of training employees by rotating them through a series of related jobs. Rotation not only makes a Raheja/Methods of Training And Development 37 person well acquainted with different jobs, but it also alleviates boredom and allows to develop rapport with a number of people. Rotation must be logical.

4. Apprenticeship: Apprenticeship is a system of training a new generation of practitioners of a skill. This method of training is in vogue in those trades, crafts and technical fields in which a long period is required for gaining proficiency. The trainees serve as apprentices to experts for long periods. They have to work in direct association with and also under the direct supervision of their masters. The object of such training is to make the trainees all-round craftsmen. It is an expensive method of training. Also, there is no guarantee that the trained worker will continue to work in the same organisation after securing training. The apprentices are paid remuneration according to the apprenticeship agreements.

Off-the Job Training

Off-the-job training methods are conducted in separate from the job environment, study material is supplied, there is full concentration on learning rather than performing, and there is freedom of expression. Important methods include:

1. Lectures and Conferences: Lectures and conferences are the traditional and direct method of instruction. Every training programme starts with lecture and conference. It's a verbal presentation for a large audience. However, the lectures have to be motivating and creating interest among trainees. The speaker must have considerable depth in the subject. In the colleges and universities, lectures and seminars are the most common methods used for training.

2. Vestibule Training: Vestibule Training is a term for near-the-job training, as it offers access to something new (learning). In vestibule training, the workers are trained in a prototype environment on specific jobs in a special part of the plant. An attempt is made to create working condition similar to the actual workshop conditions. After training workers in such condition, the trained workers may be put on similar jobs in the actual workshop. This enables the workers to secure training in the best methods to work and to get rid of initial nervousness. During the Second World War II, this method was used to train a large number of workers in a short period of time. It may also be used as a preliminary to on-the job training. Duration ranges from few days to few weeks. It prevents trainees to commit costly mistakes on the actual machines.

3. Simulation Exercises: Simulation is any artificial environment exactly similar to the actual situation. There are four basic simulation techniques used for imparting training:

management games, case study, role playing, and in-basket training.

4. Sensitivity Training: Sensitivity training is also known as laboratory or T-group training. This training is about making people understand about themselves and others reasonably, which is done by developing in them social sensitivity and behavioral flexibility. It is ability of an individual to sense what others feel and think from their own point of view. It reveals information about his or her own personal qualities, concerns, emotional issues, and things that he or she has in common with other members of the group. It is the ability to behave suitably in light of understanding. A group's trainer refrains from acting as a group leader or lecturer, attempting instead to clarify the group processes using incidents as examples to clarify general points or provide feedback.

Approaches to Training and Development

- **Reactive Approach:** The traditional approaches to training can be generally termed as reactionary, driven by tactical delivery of technical skills in bricks and mortar, classrooms trainings and where training is seen as an event oriented activity.
- **Proactive Approach:** In the learning organization this approach aligns all learning activities with the corporate business strategy, and its focus is on developing competencies.
- **Active Learning:** Approach In this approach, trainees play a leading role in learning by exploring issues and situational problems under the guidance of their facilitator. The trainees learn by asking thought provoking questions, searching for answers, and interpreting various observations made during the process. The active learning approach has its lasting impact on learning since it helps in long-term retention and finding better solutions in the challenging situations. In today's fast paced world, continuous learning is essential to success. Individuals need to learn to succeed in life and at work. Companies need to ensure their employees continue to learn, so they can keep up with increased job demands and so the company can gain or maintain competitive advantage.

Conclusions

Training and development is extremely important to the growth of the company. They not only increase the employees' abilities and knowledge but also strengthen the relationship that exists between the workforce and the members of leadership within the company (Ivan, 2014).

Training and development begins when it is known that there is a need, which further determines how the training and development will be designed and implemented. Employee training and development is a process that requires rigorous planning. This planning indicates who all are in need of training and development, what types of training and development programme are best suited for those in need, the preparation, which includes the training activities and equipment, the actual training, as well as the training budget and the follow up evaluation are all included in the training. Employee training is actually a solution to a company or an employee need. The success of the training is measured over

time and is based upon whether or not the employee's knowledge or skills increased as a result of the training.

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