

Impact of training on the performance of an employee and the growth of an industrial organisation

Harpreet Kaur Channi¹

Good communications and consultation are essential for efficient operation in any organization. However their impact is often diminished due to lack of skill or knowledge on the parts of participants. It is important, therefore, to provide both managers and employees with training in the skill and communication required for communication and consultation. Training is crucial for organizational development and success. It is fruitful to both employers and employees of an organization. An employee will become more efficient and productive if he is trained well. Training of employees takes place after orientation takes place. Training is the process of enhancing the skills, capabilities and knowledge of employees for doing a particular job. Training process moulds the thinking of employees and leads to quality performance of employees. It is continuous and never ending in nature. Training is very necessary for the growth of the organization. The effectiveness of the organization depends on competence of the employees. This paper gives an overview of different ways of employee training and highlights their benefits to the organization.

Keywords: consultation, diminished, crucial, success, fruitful, productive, competence.

1. Department of Electrical and Electronics Engineering, Chandigarh University, Gharuan, Mohali, India.

Introduction

The global competition and swiftness of changes emphasize the importance of human capital within organizations, as well as the swiftness and ways of knowledge gaining of that capital. In the economy where uncertainty is the only certainty, knowledge is becoming a reliable source of sustained competitive advantage. Knowledge is becoming basic capital and the trigger of development [1]. Previously built on foundations of possessing specific resources and low costs, present day competition is based on knowledge possessing and efficient knowledge management. Modern organizations therefore use their resources (money, time, energy, information, etc.) for permanent training and advancement of their employees. Organizations which are constantly creating new knowledge, extending it through the entire organization and implementing it quickly inside the new technologies, develop good products and excellent services. These activities determine the company as a learning organization with constant innovation being its sole business. These are organizations which realize that learning and new knowledge are becoming the key of success, and that education is crucial for abundance.

Significance of training

Training is an organized activity for increasing the knowledge and skills of people for a definite purpose. It involves systematic procedures for transferring technical know-how to the employees so as to increase their knowledge and skills for doing specific jobs with proficiency [2]. In other words, the trainees acquire technical knowledge, skills and problem solving ability by undergoing the training programme [3]. Its purpose is to achieve a change in the behaviour of employees and enable them to do their jobs better. Training is equally necessary for old employees and newly recruited employees as shown in figure 1. It makes newly recruited

employees fully productive in the minimum of time. Even for the old employees, it is necessary to refresh them and to enable them to keep up with new methods and techniques as well as new machines and equipments for doing their job. Thus training is not a ‘one – step process’ but it is a continuous or never-ending process. Training plays an important role in human resource development. It is necessary, useful and productive for all categories of employees. It is very important in the present age as development in science and technology are introducing radical changes in the industrial field. Every organization has to introduce systematic training programmes for its employees. This is because trained personnel are like valuable assets of an organization. They are responsible for the progress and stability of an organization.

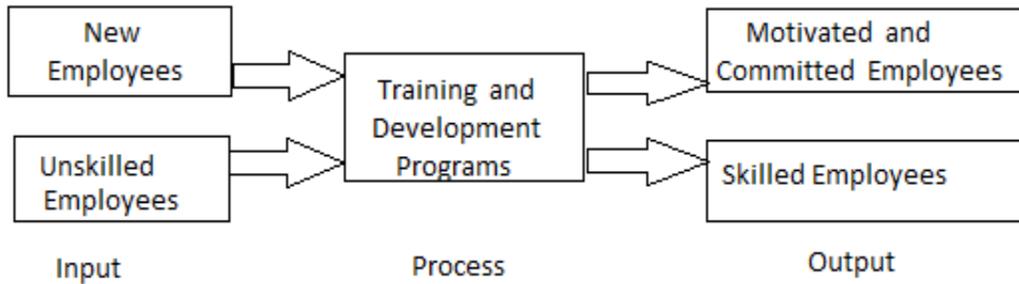


Fig.1. Training and Development Process

Training and development, has its strategic positioning and it directly contributes towards organizational business goals and objectives. Imparting training through use of new technologies and adapting to innovative training methods, like PI (programmed instructions), computer/simulated games, role playing and audio/visual tools are more effective and therefore same are being extensively used in current training curriculums. These newer techniques combined with conventional methods i.e. lectures, conferences, movie/films and case studies provide effective means used for training and education conducted in particular situations.

Types of training

On the basis of purpose, several types of training programmes are offered to the employees. It should be noted

that these programmes are not mutually exclusive. They invariably overlap and employ many common techniques. The important types of training programmes are shown in figure 2.

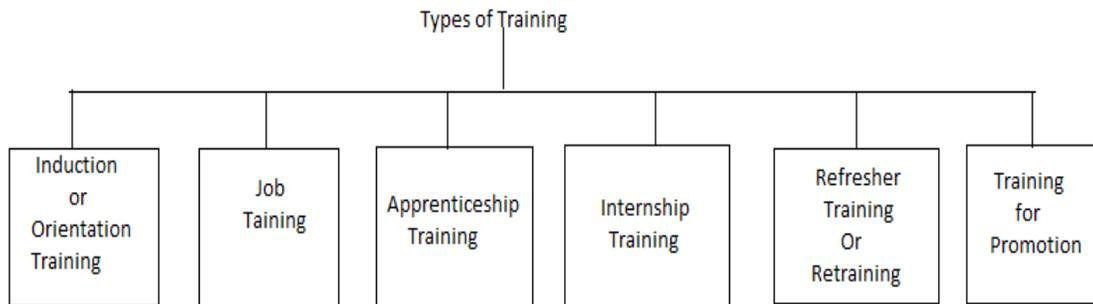


Fig 2. Different types of Training

Employee orientation or induction training is nothing but introduction of the organization to the newly employed person. The purpose is to give a ‘bird’s eye view’ of the organization where he

has to work [4]. It is a very short informative training given immediately after recruitment. It creates a feeling of involvement in the minds of newly appointed employees. Job training is the most common of formal in-plant training programmes. It is necessary for the new employees to acquaint them with the jobs they are expected to perform [5]. It helps in creating interest of the employees in their jobs. Apprenticeship training programme tends towards education than merely on the vocational training. Under this, both knowledge and skills in doing job or a series of related jobs are involved. The usual apprenticeship programmes combine on the job training and experience with class-room instructions in particular subjects. Under the internship Training, the educational or vocational institute enters into arrangement with an industrial enterprise for providing practical knowledge to its students. This training is usually meant for such vocations where advanced theoretical knowledge is to be backed up by practical experience on the job. The refresher training is meant for the old employees of the enterprise. The basic purpose of this training is to acquaint the existing workforce with the latest methods of performing their jobs and improve their efficiency further so as to avoid personnel obsolescence. The talented employees may be given adequate training to make them eligible for promotion to higher jobs in the organization. The purpose of this type of training for promotion is to develop the existing employees to make them fit for undertaking higher job responsibilities. This serves as a motivating force to the employees.

Methods of training

A wide range of training methods and techniques have been developed over the years by various organisations and training experts. Different training methods are suitable for different categories of personnel in the organization. Each organization has to choose those methods and techniques of training which are relevant for its training needs [6]. The various methods of training may be classified into the following categories as shown in Table I.

Table I. Methods of Training

Method of Training	Types	Purpose
On-Job-Training	Coaching	Job Knowledge
	Understudy	
	Position Rotation or Job Rotation	Organizational knowledge
	Brainstorming	Specific individual Needs
Vestibule Training	Adapted to the environment at the place of work	
Off-the-Job-Training	Special Lecture-cum Discussion / seminars	Specific individual Needs
	Conference	Decision Making skills
	Case study	Decision Making skills
	Sensitivity Training	Inter –personal skills
	Special Projects	Specific individual Needs

	Committee Assignments	
	Business Games	Decision Making skills
	Group Exercise	Inter –personal skills
	Programmed Learning	Specific individual Needs
	Role play	Inter –personal skills
	Computer based training	Specific individual Needs

A. On-the-Job-Training

It is one of the best training methods because it is planned, organized and conducted at the employee's worksite. It is based on the principle of 'learning by doing'. OJT will generally be the primary method used for broadening employee skills and increasing productivity. It is particularly appropriate for developing proficiency skills unique to an employee's job – especially jobs that are relatively easy to learn and require locally-owned equipment and facilities. OJT methods are relatively cheaper and less time consuming. There are mainly four methods of OJT viz coaching, understudy, job rotation and brainstorming.

B. Vestibule Training

The term 'vestibule training' is used to designate training in a class-room for semi-skilled jobs. It is more suitable where a large number of employees must be trained at the same time for the same kind of work. Where this method is used, there should be well qualified instructor incharge of training programme. In this training the emphasis tends to be on learning rather than production. It is frequently used to train clerks, machine operator, typists etc.

C. Off-the-Job Training

It requires the employee/ worker to undergo training for a specific period away from the work-place. Off-the-job methods are concerned with both knowledge and skills in doing certain jobs. The workers are free of work when they are learning [7]. There are several off-the-job methods of training and development such as special lecture cum discussion, conference training, case study, special projects business games, group exercise, role play etc. Off –the-job methods are more relevant for the development of higher-level employees.

Designing a training programme

The training programme is an integral part of human resource management. The design of training programme can be undertaken only when clear training objectives have been produced. The training objectives clear what goals has to be achieved by the end of training programme [8]. As shown in figure 3, it consists of the following inter-related steps:

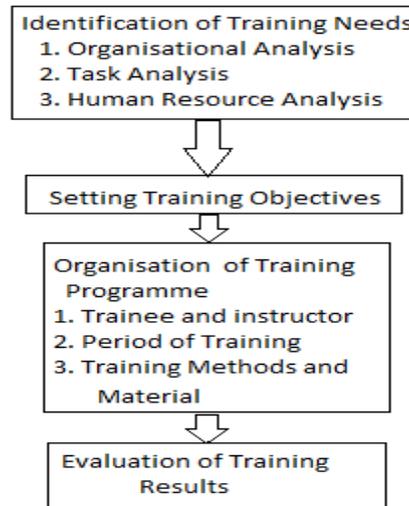


Fig 3. Design of a Training Programme

Effectiveness of training

Training effectiveness is the degree to which trainees are able to learn and apply the knowledge and skills acquired during the programme. It is influenced by the attitudes, interest, values and expectations of the trainees and the training environment. Contents of training programme, and the stability of trainers also determine training effectiveness to a certain extent. The following criteria may be used to measure the effectiveness of training:

- (i) Reactions: Trainees' reactions to the objectives, contents and methods of training are good indicators of effectiveness. In case the trainees considered the programme worthwhile and liked it, the training can be considered effective
- (ii) Learning: The extent to which the trainees have gained the desired knowledge and skills during the training period is a useful basis of evaluating training effectiveness.
- (iii) Behaviour: Improvement in the job behaviour of the trainees reflects the manner and extent to which the learning has been put to practice.
- (iv) Results: Productivity improvement, quality improvements, cost reduction, accident reduction, reduction in labour turnover and absenteeism are the outcomes of training which can be used for evaluating effectiveness.

Conclusions

The importance of training is now recognized in all progressive organizations. Some companies have fixed a certain minimum amount of training as mandatory for career advancement of their officers and executives. However, in most companies training has become some sort of an annual corporate ritual or a retreat from the stress and strains of the corporate grind. Nevertheless, there are a few companies which take training seriously and made it into an effective instrument for employee development and organizational effectiveness. Nowadays organization should be earning as well as learning. Employee should share knowledge of the work HR department should emphasis on learning and department programme in view of creativity and innovation. By means of a good training we can enhance the performance of the employees and the organization also. Training plays vital role in organisation development by achieving the objectives of the employees as well as objectives of the organization. Now days return on investment is to be considering for effective training.

REFERENCES

- [1] Jelena Vemic, "Employee Training and development and the Learning Organisation" FACTA UNIVERSITATIS Series: Economics and Organization Vol. 4, No 2, 2007, pp. 209 – 216.
- [2] Sriyan de Silva, "Developing the Training role of an Employer's Organisation" International Labour Organisation ACT/EMP Publications January 1997.
- [3] Abdus Sattar Niazi, "Training and Development Strategy and Its Role in Organizational Performance" Journal of Public Administration and Governance ISSN 2161-7104, 2011, Vol. 1, No. 2, pp. 42-57.
- [4] Herman Aguinis and Kurt Kraiger, "Benefits of Training and Development for Individuals and Teams, Organizations, and Society" *Annu. Rev. Psychol.* 2009. 60:451–74
- [5] Nader Barzegar and Shahroz Farjad, "A Study on the Impact of on the job training Courses on the Staff Performance (A Case Study)" International Conference on Education and Educational Psychology (ICEEPSY 2011) *Procedia - Social and Behavioral Sciences* 29 (2011) 1942 – 1949.
- [6] Abdul Hakim Ahmad Dardar, Ahmad Jusoh and Amran Rasli, "The Impact of Job Training, job satisfaction and Alternative Job Opportunities on Job Turnover in Libyan Oil Companies" The 2012 International Conference on Asia Pacific Business Innovation & Technology Management, *Procedia - Social and Behavioral Sciences* 40 (2012) 389 – 394.
- [7] Ugur Yozgat, Serra Yurtkoru and Elif Bilginoglu, "Job stress and job performance among employees in public sector in Istanbul: examining the moderating role of emotional intelligence" 2nd International Conference on Leadership, Technology and Innovation Management, *Procedia - Social and Behavioral Sciences* 75 (2013) 518 – 524.
- [8] Vladimir Shatrevich, "Industrial structures as competitive factor in organization development" *Contemporary Issues in Business, Management and Education* 2013, *Procedia - Social and Behavioral Sciences* 110 (2014) 871 – 878.