



International Journal for Innovative Engineering and Management Research

A Peer Reviewed Open Access International Journal

www.ijiemr.org

COPY RIGHT

2017 IJIEMR. Personal use of this material is permitted. Permission from IJIEMR must be obtained for all other uses, in any current or future media, including reprinting/republishing this material for advertising or promotional purposes, creating new collective works, for resale or redistribution to servers or lists, or reuse of any copyrighted component of this work in other works. No Reprint should be done to this paper, all copy right is authenticated to Paper Authors

IJIEMR Transactions, online available on 17th October 2017. Link :

<http://www.ijiemr.org/downloads.php?vol=Volume-6&issue=ISSUE-09>

Title: Implementing the Training Techniques of the Employees Based on Working Conditions.

Volume 06, Issue 09, Page No: 511 – 517.

Paper Authors

* **Dr.B.DHARMA.**

* Dr.B.R.Ambedkar Open University, Jubilee Hills, Hyderabad.



USE THIS BARCODE TO ACCESS YOUR ONLINE PAPER

To Secure Your Paper As Per **UGC Guidelines** We Are Providing A Electronic Bar Code



IMPLEMENTING THE TRAINING TECHNIQUES OF THE EMPLOYEES BASED ON WORKING CONDITIONS

Dr.B.DHARMA

Assistant Director, Dr.B.R.Ambedkar Open University, Jubilee Hills, Hyderabad

drdharmab@gmail.com

ABSTRACT:

The study in hand provides brief overview of the literature about training effectiveness and how it contributes in enhancing the employee performance and ultimately concludes along with recommendation to give directions for future research by applying different level of analysis on exploring the impact of training practices on employee performance the accomplishment or disaster of the firm depends on its employee performance. Hence, top management realized the importance of investing in training and development for the sake of improving employee performance. This conceptual paper aimed at studying the effect of training on employee performance and to provide suggestion as to how firm can improve its employee performance through effective training programs. The research approach adopted for the study conforms to qualitative research, as it reviews the literature and multiple case studies on the importance of training in enhancing the performance of the workforce. Further the paper goes on to analyses and understand the theoretical framework and models related to employee development through training and development programs, and its effect on employee performance and on the basis of the review of the current evidence of such a relationship, offers suggestions for the top management in form of a checklist, appropriate for all businesses, to assess the employee performance and to find out the true cause(s) of the performance problem so the problem could be solved in time through desired training program.

Keywords: Training, Employee, performance.

1.0 INTRODUCTION:

To develop the desired knowledge, skills and abilities of the employees, to perform well on the job, requires effective training programs that may also effect employee motivation and commitment In order to prepare their workers to do their job as desired, organizations provides training as to optimize their employee's potential. Most of the firms, by applying long term planning, invest in the building new skills by their workforce, enabling them to cope with the uncertain conditions that they may face in future, thus,

improving the employee performance through superior level of motivation and commitment. When employees-recognizes their organization interest in them through offering training programs, they in turn apply their best efforts to achieve organizational goals, and show high performance on job. Employees are the most valuable asset of every company as they can make or break a company's reputation and can adversely effect profitability. Employees often are responsible for the great bulk of necessary work to be done as well as customer

satisfaction and the quality of products and events. Without proper training, employees both new and current do not receive the information and develop the skill sets necessary for accomplishing their tasks at their maximum potential. Employees who undergo proper training tend to keep their jobs longer than those who do not. Training is a necessity in the workplace. Without it, employees don't have a firm grasp on their responsibilities or duties. Employee training refers to programs that provide workers with information, new skills, or professional development opportunities the companies aimed at gaining the competitive advantage realized the importance of training in improving the employees performance. Past researches provides the evidence regarding the positive affect of training programs on both employee and organizational performance. On one hand previous work in the field proved that effective training programs leads to superior return on investment while the other researches mentioned the positive role of training in attaining the supreme levels of employee retention

Guidelines for Employee Professional Evaluation & Development

Ability: Evaluate the employee's physical ability and health issues, if there are any, to decide to what extent can he perform the job, in addition, evaluate the employee's present and past psychological state to decide if he or she has the mental ability to actually start or even continue the tasks. For example: Kaiser Permanente has been ranked 3rd in 2012 in recruiting disabled employees', who constitute 5% or the workforce there, and assigned them tasks that could actually fit their capabilities .

Standards: Evaluate how the employees perceive their jobs in term of understanding their tasks and duties, smooth cooperation with their supervisors, and awareness of time limits. Also, evaluate how goals and procedures are presented to employees in terms of clearance, and availability (soft or hard copies). For example, Halliburton's "zero" rule, which seeks to zero health incidents, is set, clearly, to both employees and visitors, even on their website to ensure safety in its facilities. (Halliburton)

Knowledge and Skills: Evaluate if the employees' background knowledge and adeptness are compatible with tasks and duties. If they are not, check if there is any training to narrow the knowledge and skill gaps. And if there are no trainings, decide whether it is absolutely necessary for the employee to complete the tasks. For example, most IBM employees need to have an electronic or computer skills background, but if some lack some of this knowledge; IBM will provide extensive trainings to close the gap.

Measurement: Evaluate your employee evaluation if it is based on measuring the employees' performance in terms of task performance or if it biased to the employee. For example, the Accreditation Board of Engineering and Technology sends its evaluators overseas to evaluate college professors in terms of accreditation standards, while maintaining a completely un-biased status

2.0 Literature review:

Farooq.M,&Aslam. M. K (2011), managers are trying their level best to develop the employee's capabilities, ultimately creating good working environment within the

organization. For the sake of capacity building managers are involved in developing the effective training programs for their employees to equip them with the desired knowledge, skills and abilities to achieve organizational goals. This struggle by the top management not only improves the employee performance but also creates positive image of the firm worldwide, (Jia-Fang, 2010). Effective training programs helps employees to get acquaintance with the desired new technological advancement, also gaining full command on the competencies and skills required to perform at a particular job and to void on the job errors and mistakes

Kinicki and Kreitner, 2007) Employee's performance important for the company to make every effort to help low performers Performance is classified into five elements: Planning monitoring, developing, rating and rewarding. In the planning stage Planning means setting goals, developing strategies, and outlining tasks and schedules to accomplish the goals. Monitoring is the phase in which the goals are looked at to see how well one is doing to meet them . During the developing stage an employee is supposed to improve any poor performance that has been seen during the time frame one has been working at the company. During planning and monitoring of work, deficiencies in performance become evident and can be addressed..

Ahmad, Z.K. and Bakar, R.A. (2003), Employee's performance important for the company to make every effort to help low is classified into five elements : Planning, monitoring, developing, rating and rewarding. In the planning stage, Planning means setting goals, developing strategies, and outlining tasks

and schedules to accomplish the goals. Monitoring is the phase in which the goals are looked at to see how well one is doing to meet them .Monitoring means continuously measuring performance and providing ongoing feedback to employees and work groups on their progress toward reaching their goals. Ongoing monitoring provides the opportunity to check how well employees are meeting predetermined standards and to make changes to unrealistic or problematic standards During the developing stage an employee is supposed to improve any poor performance that has been seen during the time frame one has been working at the company. During planning and monitoring of work, deficiencies in performance become evident and can be addressed.

Baruch, Y. (2006), The developmental purposes of performance appraisal include providing performance feedback, identifying individual strengths/weaknesses, recognizing individual performance, assisting in goal identification, evaluating goal achievement identifying individual training needs, determining organizational training needs, improving communication and allowing employees to discuss concerns. On the other hand, administrative Under the developmental purposes are purposes of performance appraisal include but are not limited to documenting personal decisions, determining promotion candidates, determining transfers and assignments, identifying poor performance, deciding layoffs, validating selection criteria, meeting legal requirements to mention a few

3.0 Methodology:

This study begins from the realization of the need to effectively administer the effect of

training on employee performance. Training is a systematic process to enhance employee's skill, knowledge and competency, necessary to perform effectively on job. Overall, training impacts organizational competitiveness, revenue and performance. Unfortunately, the majority of governmental, private organization and international organizations are not recognizing the importance of training to increase their employee's productivity and when the economy slows or when profits decline, many organizations first seek cuts in their training budgets. This will lead to high job turnover then increase the cost to hire new employees which low down the organizational profitability. Past researches proved a positive link between training and employee performance, as training brings benefits for the employee along with for the firm by positively impacting employee performance through the enhancement of employee's competencies and behaviour. Firms that focus on shareholders and customer satisfaction realized the importance of investing in training, and thus recognize the worth of employee development

Relationship between Training and employees performance:

Most of the previous studies provide the evidence that there is a strong positive relationship between human resource management practices and organizational performance mentioned in his study that training and development programs, as one of the vital human resource management practice, positively affects the quality of the workers knowledge, skills and capability and thus results in higher employee performance on job. This relation ultimately contributes to supreme organizational performance. The result study

depicts the positive correlation between training and employee performance as $r=.233$. Thus, we can predict from this finding that it is not possible for the firm to gain higher returns without best utilization of its human resource, and it can only happen when firm is able to meet its employees job related needs in timely fashion. Training is the only way of identifying the deprived need of employees and then building their required competence level so that they may perform well to achieve organizational goals. conducted in telecom sector of Pakistan, states the R^2 as .501 which means that 50.1% of variation in employee performance is brought by training programs. Further, the T-value was 8.58 that explains training is good predictor of employee performance. As depicted by the work of through training influence the organizational performance by greater employee performance, and is said to be a key factor in the achievement of corporate goals. However, implementing training programs as a solution to covering performance issues such as filling the gap between the standard and the actual performance is an effective way of improving employee performance.

Training and development methods:

the human resource development activities are meant to either improve performance on the present job of the individual, train new skills for new job or new position in the future and general growth for both individuals and organization so as to be able to meet organization's current and future objectives. There are broadly two different methods that organizations may choose from for training and developing skills of its employees. These are on-the-job training given to organizational

employees while conducting their regular work at the same working venues and off-the-job training involves taking employees away from their usual work environments and therefore all concentration is left out to the training. Examples of the on-the-job training include but are not limited to job rotations and transfers, coaching and/or mentoring.

Formal training courses and development programmes:

These are a number of methods which may be used to develop the skills required within an organization. These course and programmers are usually a set of defined and known programmer where the contents, durations and all the details about the training are clear to both the organization and the personnel to be trained. Unlike informal trainings and programmed, formal training and programmers can be planned earlier and also plan for their evaluation. Employees may undertake these courses and programmers while completely off work for a certain duration of time or alternatively be present for work on a part-time basis. These programmed can be held within the organization (in-house) or off the job. Off the job is argued to be more effective since employees are away from work place and their concentration is fully at training. Depending on the knowledge needed, organization's structure and policies, the trainers too may be coming within the corporation or outside the organization.

4.0 Results and discussions:

Effective training and development programs aimed at improving the employees' performance. Training refers to bridging the gap between the current performance and the standard desired performance. Training could

be given through different methods such as on the coaching and mentoring, peers cooperation and participation by the subordinates. This team work enable employees to actively participate on the job and produces better performance, hence improving organizational performance. Training programs not only develops employees but also help an organization to make best use of their humane resources in favour of gaining competitive advantage. Therefore, it seems mandatory by the firm to plan for such a training programs for its employees to enhance their abilities and competencies that are needed at the workplace, Training not only develops the capabilities of the employee but sharpen their thinking ability and creativity in order to take better decision in time and in more productive manner Moreover it also enable employees to deal with the customer in an effective manner and respond to their complaints in timely manner Training develops self-efficacy and results in superior performance on job by replacing the traditional weak practices by efficient and effective work related practices

The Importance of Training:

Training is important and an imperative tool for the organization to revamp the performance of all the personnel for organizational growth and success. It is beneficial to both employers and employees of an organization. An employee will become more efficient and productive if he is trained well. Firms can develop and enhance the quality of the current employees by providing comprehensive training and development. Training is essential not only to increase productivity but also to motivate and inspire workers by letting them know how important their jobs are and giving them all the information they need to perform those jobs

(Anonymous, 1998). The general benefits received from employee training are: increased job satisfaction and morale, increased motivation, increased efficiencies in processes, resulting in financial gain, increased capacity to adopt new technologies and methods, increased innovation in strategies and products and reduced employee turnover.

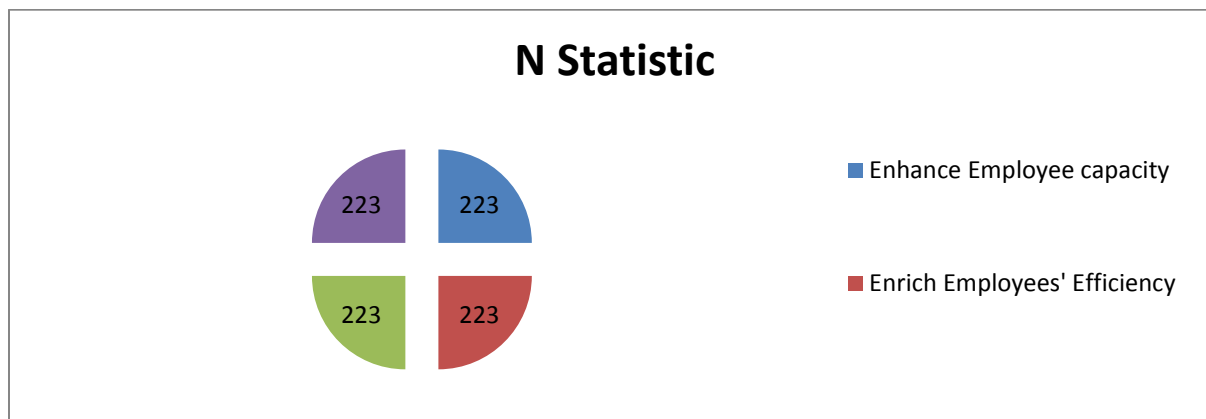
Employee performance:

According to Hawthorne studies, and many other research work on productivity of worker highlighted the fact that employees who are satisfied with their job will have higher job performance, and thus supreme job retention, than those who are not happy with their jobs. Moreover, it is stated that employees are more likely to turnover if they are not satisfied and hence demotivated to show good performance. Employee performance is higher in happy and satisfied workers and the management find it easy to motivate high performers to attain firm targets. The employee could be only satisfied when they feel themselves competent to perform their jobs, which is achieved through better training programs. Recognizing the role of training practices, enable the top executives to create better working environment that

ultimately improves the motivational level as well as the performance of the workforce. According to an organization that gives worth to knowledge as a source of gaining competitive edge than competitors, should build up system that ensure constant learning, and on the effective way of doing so is training highlights that well-trained workforce is more capable of achieving performance targets and gaining competitive advantage in the market. Training is determined as the process of enabling employee to complete the task with greater efficiency, thus considered to be vital element of managing the human resource performance strategically. The importance of training on the employee performance, through accelerating the learning process, is mentioned in many researches and Employee performance, achieved through training, refers to immediate improvements in the knowledge, skills and abilities to carry out job related work, and hence achieve more employee commitment towards the organizational goals mentioned that training should leads to the culture of enhancing learning, to raise employee performance and ultimately higher return on investment (in training) for the firm.

Table: Descriptive statistics of respondents on Impact of behavioral and cognitive training techniques on effectiveness

	N	Statistic	Mean Statistic	Std. Deviation
Enhance Employee capacity	223		4.4170	.78331
Enrich Employees' Efficiency	223		4.4619	.72107
Promote Innovation and creativity for Competitive Advantage	223		4.3857	.77933
Develop Employees' Skills and Knowledge	223		4.4350	.67386



Conclusion:

The performance of the employees, hence all type of businesses design training and development programs of their employees as a continuous activity. Purpose of training is what employees would attain after experiencing the training program. Some of the organizations plan and implement the training program for their employees without identifying the purpose and objectives and without knowing what the knowledge, skills and abilities employees would learn at the end of the training program and whether they will be able to attain performance targets on job. Therefore, firm must design the training program with clear goals and objectives while keeping in mind the particular needs of both individual and the firm. This study in hand chiefly focuses on the role of training in enhancing the performance of the employees. Training plays vital role in the building of competencies of new as well as current employees to perform their job in an effective way. It also prepares employees to hold future position in an organization with full capabilities and helps to overcome the

deficiencies in any job related area. Training is considered as that sort of investment by the firm that not only bring high return on investment but also supports to achieve competitive advantage

References:

- [1]Farooq. M,&Aslam. M. K (2011), *impact of training on employee performance: a study of telecommunication sector in Pakistan, interdisciplinary journal of contemporary research in business, vol 4, No 6.*
- [2]Ahmad, Z.K. and Bakar, R.A. (2003), "The association between training and organisational commitment among the white-collar workers in Malaysia", *International Journal of Training and Development, Vol. 7 No. 3, pp. 166-85.*
- [3]Baruch, Y. (2006), "Career development in organizations and beyond: balancing traditional and contemporary viewpoints", *Human Resource Management Review, Vol. 16, pp. 125-38.*
- [4]Kinicki and Kreitner, (2007) "Modes of theorizing in strategic human resource management: tests of universalistic, contingency and configurational performance predictions", *Academy of Management Journal, Vol. 39 No. 4, pp. 802-35, London*