

Imparting Training in Organisations: A Profound Impetus of Organisational Effectiveness

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Abstract

Training and Development has been specifically singled out as a major human resource management practice that can have an influence on the level of employee performance in organizations. It makes a very important contribution to the development of an organisations workforce and also to the achievement of its aims and objectives. To achieve its purpose training needs to be effectively managed so training is imparted in a proper channelized fashion. With due course of time research has proved that performance is the key element to achieve the goals of the organization. So to increase performance the effectiveness of the organization which is helpful for the achievement of the organizational goals must also be taken to consideration. This paper tries to identify training as a catalyst in making an organisation more effective.

Keywords – Training, effectiveness

I. INTRODUCTION

The business environment is continuously changing with businesses focusing on developing their products and services to operate globally and expand their customers' competencies in a bid to meet changing demands. To achieve these objectives, they need their human resource to broaden their skills and gain other technical and interpersonal skills. The job tasks and roles are also changing with more organizations expecting employees to perform tasks and undertake responsibilities that were once reserved for management

Training and development is one of the best ways that these businesses can use to sharpen their human resource. This practice involves the employees in these organizations acquiring new competencies that relate to their work and then applying these new skills to their jobs.

Training can take various forms such as :

- formal classes,
- coaching,
- on-the-job and off-the-job training.

Regardless of the training approach used, the benefits that accrue to the organization and the

employees are numerous. Some of the benefits of training and development in the workplace include increased motivation among employees, increased company performance and job Satisfaction.

A. Training As an Important HR Function

Human Resource Management has emerged as a major function in most organizations and is the focus for a wide-ranging debate concerning the nature of the contemporary employment relationships. Managing human resources is one of the key elements in the coordination and management of work organizations. Shen (2004), figured out that almost in all hierarchical levels of an organisation Human Resource Management has a particular involvement in all management decisions and actions that affect the nature of the relationship between the organization and its employees.

A major area of the Human Resource Management function of specific relevance to the effective use of human resources is training and development. A common frame of argument these days is importance of training and its impact on the success of an organization. As in this competitive era employees are treated as a crucial and expensive resource because earlier they were only treated as mere means to complete organizational tasks.

To continue with the effectiveness it is important for the employees to channelize the efforts towards a common direction in congruence with the organisational goals. In order to sustain effective performance, it is important to optimize the contribution of employees to the aims and goals of the organizations. The importance of training as a central role of management has been recognized by research studies.

B. Defining Training

Training which is referred to as a course of diet and exercise for developing the employees' effective, cognitive and psychomotor skills assist the organizations to have a crucial method of developing the employee towards enhancing his productivity (Ezeani&Oladele, 2013).

Manpower training and development is one of the most important organizational dynamics. It constitutes the shaft in which organizational survival is run. The training process is one of the most pervasive methods for enhancing the productivity of individuals and communicating organizational goals to personnel.

Armstrong (2009) clearly stated in his book that organizations could benefit from training and development through winning the “heart and minds of” their employees to get them to identify with the organization, to exert themselves more on its behalf and to remain with the organization.

Fanibuyan (2001) defines training as the systematic process of altering the behaviour and or attitudes of employees in a direction to increase organizational goals and development as programme generally aimed at educating supervisory employees above and beyond the immediate technical requirement of the job and have a main objective of the improvement of the effective performance of all managers.

Therefore training can be defined as organized activity aimed at imparting information and/or instructions to improve the recipient's performance or to help him or her attain a required level of knowledge or skill.

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Training both physically, socially, intellectually and mentally are very essential in facilitating not only the level of productivity but also the development of personnel in any organization (Olusanya *et al*, 2012).

Thus the objectives of training may point out to:

- provide the skills,
- gain knowledge and aptitudes necessary to undertake required job efficiently,
- develop the workers to their fullest potential,
- increase efficiency ,
- lower misuse of machines and
- lower risks

C. Specific Objectives of Training Regarding Achieving Effectiveness May Point out to:

- Apply understanding of the importance of building relationships and maintaining long-

lasting, collaborative connections with internal and external professionals to advance and enhance the value provided by workplace learning and performance.

- Explore the value of creating partnerships with others for sharing learning, knowledge, and opportunities.
- Justify the reasons for the effective measurement and evaluation of training and performance programs and interventions.
- Defend how the effective measurement and evaluation of learning and performance programs and interventions drives business results.
- Align learning and performance with the mission, vision, values, and overall business strategy of the organization.

II. RELEVANCE OF TRAINING

According to Garavan (1997) and Berge *et al.* (2002) training is the planned and systematic modification of behaviour through learning events, activities and programs which results in the participants achieving the levels of knowledge, skills, competencies and abilities to carry out their work effectively.

McDowall *et al.* (2010) argue that the recognition of the importance of training in recent years has been heavily influenced by the intensification of competition and the relative success of organizations where investment in employee development is considerably emphasized.

They conceptualised that technological developments and organizational change have gradually led some employers to the realization that success relies on the skills and abilities of their employees, and this means considerable and continuous investment in training and development .

It is the view of Beardwell and Holden (1993) that Human Resource Management concepts such as commitment to the organization and the growth in the quality movement have led senior management teams to realize the increased importance of training, employee development and long-term education. Such concepts require not only careful planning but a greater emphasis on employee development.

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. Employees can make or break their organizational

reputation and profitability. And they are responsible for the bulk of the activities which can affect client satisfaction, the quality of the product and event.

III. DESIGN FOR TRAINING EFFECTIVENESS: STRUCTURED STAIRCASE MODEL

Business organisations may adopt the following model to add an impelling force to its effectiveness. This model can be understood as a staircase in which each stair represents a stage to be completed. Moving downwards encountering each step/stair the organisation gets more enriched with in the process of gaining effectiveness.

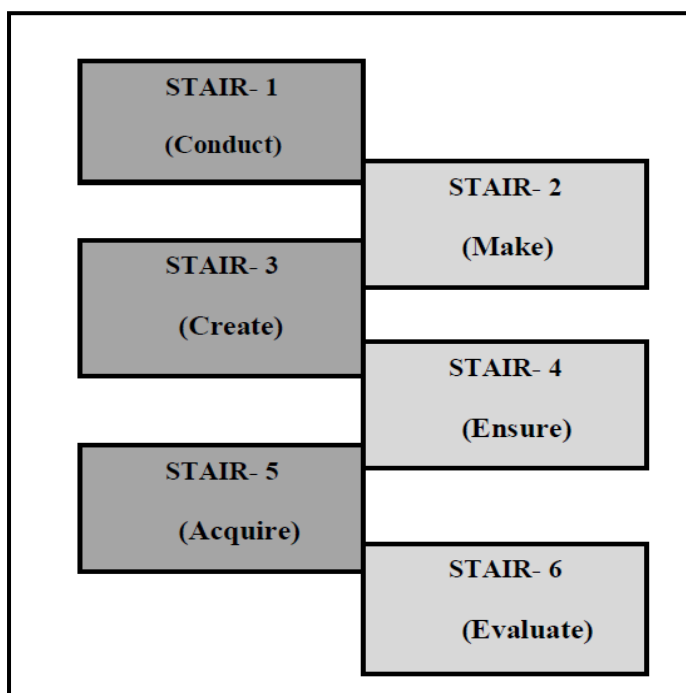


Fig- Structured Staircase Model.

- Stair 1:** Conducting a needs assessment.
- Stair 2:** Making sure that the employees have the necessary skills, ability to grasp the content.
- Stair 3:** Creating a favourable learning environment for the employees to get trained.
- Stair 4:** Ensuring that the trainees/employees transfer the learning to action i.e. to their jobs.
- Stair 5:** Acquiring support from the co-workers and peers to generate support and motivation.
- Stair 6:** Constantly evaluating to minimize the reiterating bottlenecks.

IV. CONCLUSION

Every organisation needs the services of trained persons for performing the activities in a systematic way. The fast changing technological development makes the knowledge of employees obsolete. They require constant training to cope with the needs of jobs. Training and development of employees is critical in organisations in this decade of competition due to the fact that organizations need to

survive, grow and develop. Consequentially, training and development has become an issue of strategic importance.

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