

Novel Training Methodologies to Upgrade Employee's Effectiveness - A Theoretical Study

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Abstract- Human capital is an important asset for organizations under intense competition. Training and Development function enables human capital to unleash their dexterity. A profound training program acts as a vehicle to enhance employee skills and enable them to perform better in their job. Training and development is very crucial to the employees, the organization and their effectiveness. Human capital is the differentiator between a good company and a great company. The organizations have long understood that their most valuable asset is their human capital and many are convinced for large investments in employee training and development. An effective training program is one that addresses training needs and delivers training according to training objectives. Research in Training and Development function has produced many results. In the last decade, training evaluation has been the main focus for many studies. This article presents different viewpoints of various aspects and the significance of training & development, perceptions of employees towards training effectiveness and training evaluation. Also, this article has briefly touched upon the role of Human Resource Management (HRM) and its intervention in the development of their employees through training.

Index Terms- Human Capital, Training Effectiveness, Training Evaluation, Training Methodology.

INTRODUCTION

The man is ultimate resources of any organization because the success or failure of any organization depends on efficient and effectiveness of man power and their functioning. The entire gamut of activities of an organization revolves around the human resources. Therefore, people are the most significant resources of any organization. Employee development is carried through the programs of training and training brings the requisite development in the employees working at different levels. Training and development is one of the sub-systems of Human

Resource Development. Therefore, this article helps to ascertain the effectiveness of training and development. Human Resource Management includes conducting job analysis, planning personnel needs, recruiting the right people for the job, orienting and training, managing wages and salaries, providing benefits and incentives, evaluating performance, resolving disputes, and communicating with all employees at all levels.

Training

Training is said to be the acquisition of knowledge of skills, and the competencies. It has specific goals of improving one's knowledge, skills and their capacity, capability, performance and their productivity. It is said that observers of labour market has clearly mentioned, more than initial qualifications for a work, to upgrade and update skills. Vigorous training and development should be there in the organization. The skills which were utilized by the human resource of firm can increase in output, quality improvement at the company. Training and development increase in efficiency, increase of morale of employees, better human relationship, reduction in supervision, increased in organizational productivity & flexibility. Training can take place by number of ways, on the job and off- the job. As per Adult (1995), Staff training & development is a work or an activity that makes a significant contribution to the overall effectiveness & profitability to the organization.

TYPES OF TRAINING

Classroom or Instructor-Led Training

- Blackboard or whiteboard: This may be the most "old-fashioned" method, but it can still be effective, especially if you invite trainees to write on the board or ask for feedback that you write on the board.

- Overhead projector: This method is increasingly being replaced with PowerPoint presentations, which are less manually demanding, but overheads do allow you to write on them and customize presentations easily on the spot.
- Video portion: Lectures can be broken up with video portions that explain sections of the training topic or that present case studies for discussion.
- PowerPoint® presentation: Presentation software is used to create customized group training sessions that are led by an instructor. Training materials are provided on CDROM and displayed on a large screen for any number of trainees. Employees can also use the programs individually, which allows for easy make-up sessions for employees who miss the group session. This method is one of the most popular lecture methods and can be combined with handouts and other interactive methods. [See page 37 for PowerPoint presentation tips.
- Storytelling: Stories can be used as examples of right and wrong ways to perform skills with the outcome of each way described. This technique makes communication easier since it is nonthreatening with no one right answer. It is cost effective, especially if trainers have their own stories to tell. Stories can also make sessions more personal if they involve people trainees know. You can also find many training stories online.
- Case studies: Adults tend to bring a problem-oriented way of thinking to workplace training. Case studies are an excellent way to capitalize on this type of adult learning. By analyzing real job-related situations, employees can learn how to handle similar situations. They can also see how various elements of a job work together to create problems as well as solutions.
- Active summaries: Create small groups and have them choose a leader. Ask them to summarize the lecture's major points and have each team leader present the summaries to the class. Read aloud a prewritten summary and compare this with participants' impressions.
- Question and Answer sessions: Informal question-and-answer sessions are most effective with small groups and for updating skills rather than teaching new skills.
- Question cards: During the lecture, ask participants to write questions on the subject matter. Collect them and conduct a quiz/review session.
- Role-playing: By assuming roles and acting out situations that might occur in the workplace, employees learn how to handle various situations before they face them on the job. Role-playing is an excellent training technique for many interpersonal skills, such as customer service, interviewing, and supervising.
- Participant control: Create a subject menu of what will be covered. Ask participants to review it and pick items they want to know more about. Call on a participant to identify his or her choice. Cover that topic and move on to the next participant.
- Demonstrations. Whenever possible, bring tools or equipment that are part of the training topic and demonstrate the steps being taught or the processes being adopted.

Interactive Methods

- Quizzes: For long, complicated training, stop periodically to administer brief quizzes on information presented to that point. You can also begin sessions with a prequiz and let participants know there will also be a follow-up quiz. Trainees will stay engaged in order to improve their prequiz scores on the final quiz. Further motivate participants by offering awards to the highest scorers or the most improved scores.
- Small group discussions: Break the participants down into small groups and give them case studies or work situations to discuss or solve. This is a good way for knowledgeable veteran employees to pass on their experience to newer employees.

Hands-On Training

- Cross-training: This method allows employees to experience other jobs, which not only enhances employee skills but also gives companies the benefit of having employees who can perform more than one job.

- **Demonstrations:** Demonstrations is an excellent way to teach employees to use new equipment or to teach the steps in a new process.
- **Coaching:** The goal of job coaching is to improve an employee's performance. Coaching focuses on the individual needs of an employee and is generally less formal than other kinds of training. There are usually no set training sessions. A manager, supervisor, or veteran employee serves as the coach.
- **Apprenticeships:** Apprenticeships give employers the opportunity to shape inexperienced workers to fit existing and future jobs. These programs give young workers the opportunity to learn a trade or profession and earn a modest income.
- **Drills:** Drilling is a good way for employees to practice skills. Evacuation drills are effective when training emergency preparedness.

Computer-Based Training (CBT)

- **Text-only:** The simplest computer-based training programs which can be highly effective and present complicated information and concepts in a comprehensible and easily accessible way.
- **Customized CD based training:** Programs can also be created by training consultants for the specific needs of the particular organization or individual departments.
- **Multimedia:** These training materials are an advanced form of computer-based training which includes graphics, audio, animation, and/or video. Multimedia tends to be more provocative and challenging and, therefore, more stimulating to the adult mind.
- **Virtual reality:** Virtual reality is three-dimensional and interactive, immersing the trainee in a learning experience. Most virtual reality training programs take the form of simulation, which is a highly effective form of training.

Induction Training

It is also known as orientation training given for the new recruits in order to make them familiarize with the internal environment of an organization.

1. **Job instruction training:** This training provides an overview about the job and experienced trainers

demonstrates the entire job. Additional training is offered to employees after evaluating their performance if necessary.

2. **Vestibule training:** It is the training on actual work to be done by an employee but conducted away from the work place.

3. **Refresher training:** This type of training is offered in order to incorporate the latest development in a particular field. This training is imparted to upgrade the skills of employees. This training can also be used for promoting an employee.

METHODS OF TRAINING

On-the-job Training (OJT) Methods:

1. **Job rotation:** This training method involves movement of trainee from one job to another gain knowledge and experience from different job assignments. This method helps the trainee understand the problems of other employees.

2. **Coaching:** Under this method, the trainee is placed under a particular supervisor who functions as a coach in training and provides feedback to the trainee. Sometimes the trainee may not get an opportunity to express his ideas.

3. **Job instructions:** Also known as step-by-step training in which the trainer explains the way of doing the jobs to the trainee and in case of mistakes, corrects the trainee.

4. **Committee assignments:** A group of trainees are asked to solve a given organizational problem by discussing the problem. This helps to improve team work.

5. **Internship training:** Under this method, instructions through theoretical and practical aspects are provided to the trainees. Usually, students from the engineering and commerce colleges receive this type of training for a small stipend.

Off-the-job Methods:

1. **Case study method:** The trainee is given an opportunity to analyze the case and come out with all possible solutions. This method can enhance analytic and critical thinking of an employee.

2. **Incident method:** Incidents are prepared on the basis of actual situations which happened in different organizations and each employee in the training group is asked to make decisions as if it is a real-life situation. Later on, the entire group discusses the

incident and takes decisions related to the incident on the basis of individual and group decisions.

3. Role play: In this case also a problem situation is simulated asking the employee to assume the role of a particular person in the situation. The participant interacts with other participants assuming different roles. The whole play will be recorded and trainee gets an opportunity to examine their own performance.

4. In-basket method: The employees are given information about an imaginary company, its activities and products. The trainee (employee under training) has to make notes, delegate tasks and prepare schedules within a specified time. This can develop situational judgments and quick decision making skills of employees.

5. Business games: According to this method the trainees are divided into groups and each group has to discuss about various activities and functions of an imaginary organization. They will discuss and decide about various subjects like production, promotion, pricing etc. This gives result in co-operative decision making process.

6. Grid training: It is a continuous and phased programme lasting for six years. It includes phases of planning development, implementation and evaluation. The grid takes into consideration parameters like concern for people and concern for people.

7. Lectures: This will be a suitable method when the numbers of trainees are quite large. Lectures can be very much helpful in explaining the concepts and principles very clearly, and face to face interaction is very much possible.

8. Simulation: Under this method an imaginary situation is created and trainees are asked to act on it. For e.g., assuming the role of a marketing manager solving the marketing problems or creating a new strategy etc.

9. Management education: At present universities and management institutes gives great emphasis on management education. For e.g., Mumbai University has started bachelors and postgraduate degree in Management. Many management Institutes provide not only degrees but also hands on experience having collaboration with business concerns.

10. Conferences: A meeting of several people to discuss any subject is called conference. Each participant contributes by analyzing and discussing

various issues related to the topic. Everyone can express their own view point.

EFFECTIVENESS OF TRAINING AND DEVELOPMENT IN PUBLIC SECTOR

Training and Development in Public Sector Enterprises

Public Sector Enterprises have been passing through massive changes due to advancement in science and technology and competition from the private sector. India has nearly one-sixth of the world's population. Success is possible only through proper training and development.

Challenges Faced by the Public Sector Enterprises

High pay packages offered by the multinational companies are attracting high quality fresh talent as well as high performers away from the public sector enterprises. This poses great challenge for the public sector enterprises. In this scenario they have to improve, develop and retain the available resource in order to have a competitive edge. These conditions further strengthen the need of training and development in public sector enterprises. Proper training and development will facilitate and ensure the acquisition of competencies required by the employees. This will help them to perform their task more effectively in order to accomplish overall organizational effectiveness. Also for appropriate and effective training, there is a need to understand the perception of employees towards training.

Training program needs to be developed for the public sector enterprises on the basis of organizational analysis, operational analysis and individual analysis. Organizational analysis can be done on the basis of overall objectives of the organization, which includes their vision and Mission statement. Vision and mission statement of an organization defines where the organization wants to move from its present position, goals to be achieved in future and how those goals can be achieved. Operational analysis includes job analysis, which provides expectations from the employees to meet organizational objectives. This will give minimum acceptable requirements from the employees to do the job effectively. Individual analysis provides information of present potential and existing capabilities, skills, knowledge and attitude of the

employees. Organizational analysis can be done by the human resource (HR) manager with the help of top management. Individual analysis can be done by individual employees with the help of the HR manager and line managers

Training and development are processes that share equal importance for the public sector and the private and nonprofit sector. All of these sectors have a common goal and efficiency. Through training and development, the public sector can use HR and management practices to help employees become more adept at performing their respective jobs.

Training and development activities also help a public organization to develop innovative solutions to internal dilemmas. In other words, employees and managers in an agency need some degree of flexibility in planning how to manage work tasks. Working in teams, these employees can determine unique solutions to problems without having to follow the same model as another government agency

EFFECTIVENESS OF TRAINING AND DEVELOPMENT IN PRIVATE SECTOR

The strength of any organization is its people. If people are attended properly by recognizing their talents, developing their capabilities and utilizing them appropriately, organizations are likely to be dynamic and grow fast. Ultimately the variety of task in any organization has to be accomplished by the people. Some of them have capabilities to do certain tasks better than other tasks, and some of them may not have capabilities to do the task assigned to them. In any case one of the important process goals of any dynamic organization is to assure that its people are capable of doing the variety of tasks associated to their role/position.

Development of their capabilities keeps them psychologically vital. This development needs to be monitored in terms of matching it with the organizational requirements. Therefore, any organization; interested in developing the capabilities of its employee should understand the nature of capabilities required to perform different functions as well as dynamics underlying the development of these capabilities in an and organizational context. Thus proper and timely training programs should be conducted in an organization.

Effectiveness of Training in Private Sector

The training is effective tool to impart new skills, inculcates new ideas, knowledge and concepts, practical oriented, not an information dump, align with organizational short and long term goals and conduct the post evaluation to ensure the satisfaction levels to refine the future training needs. The following are the key issues to be addressed for a successful training program in private sectors like, Place (indoor/outdoor), Audio visual aids, relevant training materials, Facilities, Time schedule & Non - visual aids.

CONCLUSION

Every organization should provide training to all the employees irrespective of their qualifications and skills. Training is also necessary for the individual development and progress of the employee, which motivates him to work for a certain organization apart from just monetary benefits. Training will enhance the employees' efficiency to meet market trends, the change in the employment policies and their own self development.

Training and development is extremely important to the growth of the company. They not only increase the employee's abilities and knowledge but also strengthen the relationships that exist between the workforce and the members of leadership within the company. Training begins when it is determined that there is a need. The need helps to determine how the training will be designed and implemented. Employee's training is the process that requires planning. Planning includes who is in need of training, what type of training is best suited for those in need. Employee training is actually a solution to a company or an employee need. The success of the training is measured overtime and is based upon whether or not the employee's knowledge or skills increased as the result of the training. In this article has explained about the training methods, types, training needs, and its impact on the effectiveness of employees who are working in both public as well as in private sectors. Hence, Training is vital in all aspects to enhance the skills and knowledge of the employees and the organization's productivity.

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