



Conceptual frame work of training & development on employees' performance

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Abstract: *The paper examined the Conceptual frame work of training and development on employee's performance in organisations. The success of an organisation is extremely dependent on its human resources. Human resources have played a key role in the socio-economic development in most advanced countries. Although it is true that several other factors play a significant role, an organisation must have productive employees in order to stay competitive and financially solvent. It, therefore, follows that a developing nation like Nigeria with its necessary financial support and vast and rich national resources can also experience such socio-economic success if the desire attention is given to the training and development of her human resources. Undoubtedly, training and development has become integral part of organisations and cannot be divorced from a successful organisational life. Employees need to acquire and develop skills and knowledge if they are to experience flexibility and effectiveness in the job.*

Key words: *Employees, socio-economic success, businesses, human resources*

Introduction

Training and development is a critical process, which seeks to improve the performance of workers in the organisation. The beginning of 21st century has seen a dramatic surge among the businesses to attract and retain talent. This is much due to globalization, technology exploitation (Allen, 2010) and above all increased competition (Qayyum, Sharif, Ahmad, Khan, & Rehman, 2012; Kumpikaite & Sakalas, 2011). Employees need to be provided with a continuous learning atmosphere to keep themselves on track with the organizational mission & vision. In view of Spender (2001, as cited in Taylor & Ray, n.d.) employees must gain varied skills and broad knowledge in terms of various personal as well as professional attributes. It is

performance that is the ultimate goal of any business's efforts that leads towards the achievement of market leadership and capturing of unbeatable talent. These two are crucial for the organizations and are part of the organizational strategic mission (Mwita, 2000, as cited in Abbas & Yaqoob, 2009). To get training was once thought of as an extra effort to excel personally and perform up to the mark in one's job but now it has become a matter of basic need to be trained to learn the change and adapt to the advancements in work practices (Garner, 2012). Also it is an undeniable fact that in response to the changing work practices if employees are not provided with chances to enlarge their professional experiences then this may lead them to skill obsolescence.



The concept of Training & Development:

Training & Development have been defined in several ways by different authors. The main idea that each one of them highlighted in their studies is the workforce capability enhancement. Nadler & Nadler (1991, as cited in Kumpikaite & Sakalas, 2011) identified Training and Development as the components of the human resource development (HRD) model. The same authors Nadler & Nadler (1970, as cited in Khan, Khan, & Mahmood, 2012) have defined HRD to be a system or an assortment of such activities that enable organizations to add to the worth of their workforce by bringing behavioral reforms through training, development, and education within a specified time period. Thus, T & D help building and strengthening the work related attributes of the human resource (workers or employees) in any organization.

Moreover, in training there is a specialist who delivers the understanding about the expertise required for enhancing the job proficiency keeping in view both present and future job related skill requirements (Saleem et al., 2011). Hence, we may say that T & D is a more logical and organized way of improving the skills, knowledge, and attributes needed by the workers to better fulfill their job tasks. Although Training & Development have been taken as one for sake of simplicity in this study yet going into the depth there are present certain distinguishing features. These features, as given by Noe (2008), are: focus, use of work experiences, goal, and participation. In training the focus is current, use of work experiences is low, goal is to gain skills for the present job, and participation is mandatory if initiated while vice versa is applicable for development initiatives. Development is more self-directed and

requires self-motivation to explore and find the ways for career and personal advancement.

Similarly, Armstrong (2009) has differentiated training from development by putting his concept into words that development is meant to acquire new knowledge and skills that help to progress into some future job requirements while training helps in gaining those competencies that enable the employees to better perform in their present jobs. In the same way, we find training to be confined only on enhancement of skills pertaining to a particular job while development has its scope stretched across the growth and personal development of the employees (Obisi, 1996 as cited in Obisi, 2011).

Moreover, Cambell (1971) has given his views as training improves the skill level of technical staff during a short period of time for a specific objective while development allows the managers to learn and grow during a long term learning period having wide-ranging objective. Hence, the two T & D may be used as one but there is a distinction based on the basis of broadness of scope, focus of the efforts, and time span as mentioned above.

Training Process

Different authors have put forward the systematic process for training and development of employees. The number of steps varies but the basic approach remains the same i.e. to manage training in a better way to have the best results out of the investments made. Training is a continuous process. Whatever the scheme may be presented by various scholars and trainers the following steps are inevitable for any well designed and

precisely implemented Training and Development plan:

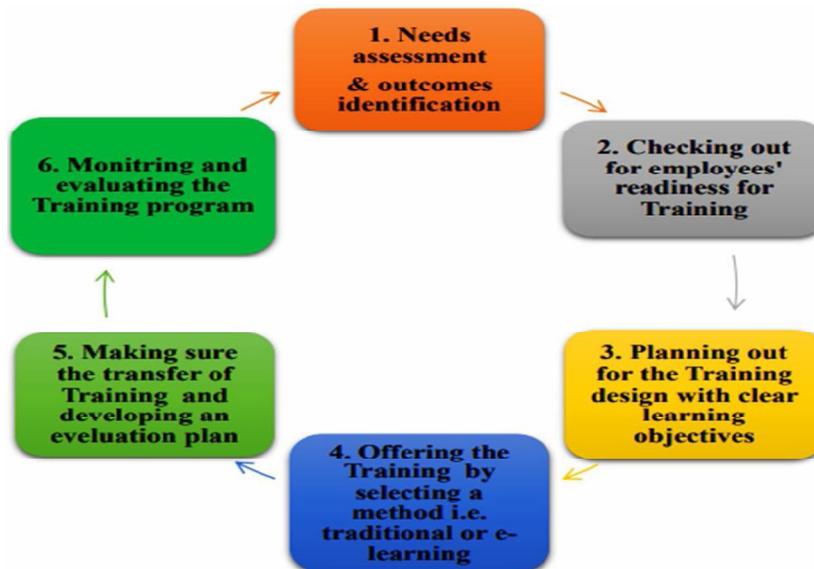


Figure 1: Training Process. Source: Noe, 2008; Garner 2012.

If any company skips one or two of the steps in a T & D process, it may succeed in implementing a training program but will no longer reap the actual fruits of training that have somewhat long term impacts on the employee performance as well as the overall organizational productivity and growth. The intention behind presenting such models and process cycles in different studies is to show organizations a direction where they can input their strategies and investments to reach their final destination i.e. a sustainable market leadership with an unconquerable competitive strength.

Theories on Training and Development

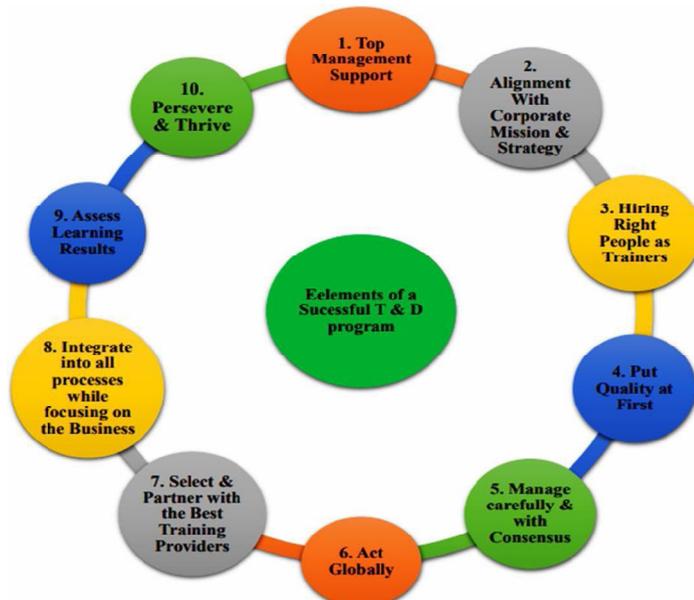
Psychologists have given a number of theories that put light on the individual learning patterns and explain that how motivation plays its role during the learning process in training & development programs. The theories also tell us about the employees' perceptions and individual characteristics involved in learning. Here, as emphasized by Reynolds et al., (2002, as cited in Armstrong, 2009), we also need to know that learning is a broader context for capacity enhancement through the acquisition of varied skills and knowledge while training is only one of the ways for carrying out learning in organizations. Noe (2008) and Armstrong (2009) have given the training perspective of several learning theories as under:



S.NO	Theory type	Learning behavior/focus
1	Reinforcement	Focus is on reinforcing a desirable behavior or inhibiting an undesirable behavior through certain motivators or stimuli.
2	Social Learning	Focus is that learning occurs by observing the behavior and practices of some renowned people who perceived to be role models at the work place or in life settings
3	Goal Setting	Focuses on the assumption that learning is influenced by an individual's life goals.
4	Goal Orientation	This theory assumes that a person having an intention to learn gets more through training than a person who just focuses on performing better.
5	Expectancy	This theory tells that individual motivation has three ingredients i.e. expectancy (link b/w trying & actually performing) + instrumentality (link b/w performance and outcome) + valence (the value one gives to certain outcome of performance)
6	Adult Learning	The theory focuses on explaining that adults have a tendency to learn and to know the purpose behind the learning. They learn with a view to gaining experiences and solving problems.
7	Need	Need theories assume that individual needs comprise of different levels. Once a lower level need is satisfied, the individual strives for accomplishing a higher level need
8	Information Processing	This theory tells that learning occurs via an information processing channel inside the brain. This process is systematic and is very important in learning through observation and retaining the information stored in the memory

These theories and the learning behaviors mentioned in these help the organization to devise efficient learning programs. This insight helps to identify the elements constituting a training program.

Elements of a Successful T & D Program Elements of T & D refer to those critical considerations that constitute a successful training program. Ten such elements had been identified by Frank Waltmann, the learning head at Novartis.



Rationale of Training and Development

The changing business practices and broadened organizational scope strongly put stress on the importance of training & development in transforming the human resource into human capital (Gusdorf, 2009) for incorporating a culture of team work, innovation, and continuous learning (Paton, Peters, & Quintas, 2005) at the work place. The term human capital is associated to Garry Becker's workforce reforms in terms of investment in training and development of the employees to give a boost up to the organization's human capital (Paton et al., 2005). The similar concept is put forward by Saleem et al., (2011) in the way that T & D allows the organizations to maintain a collection of employees for promotion and replacement purposes. This confidence to replace and promote employees comes due to the advancement and change management attributes rightly imparted into the workers by virtue of T & D. Karl, Alan, & Nigel (2010, as cited in Qayyum

et al., 2012) in the same way advocate T & D practices by putting light on the benefits gained in terms of improved competencies engrossed into the employees thus changing their work behavior as well. Similarly, as given in the mission of Nestle Business Academy, "Training will play an ever more critical role, as organizational excellence can only be assured in a lifelong learning environment. For Nestlé, continuous learning, training and development, preparing people for their next task, is an integral part of our overall human resource policy" (SPUTNIC- Strategies for Public Transport in Cities, 2008). So, T & D are a strategic part of organizations' mission and vision. Various studies have been conducted to unveil the fruits of providing training to the employees in the form of improved organizational productivity. Hung (2010) suggests that training and development are without any doubt meant to give a boost up to performance at work.



Role of Training and Development in Organizations

Organizations reap undeniable fruits from training and development. Most important advantages are in the terms of improved productivity and customer services. Productivity is no doubt increased due to the enhanced performance of the workers attending various training programs. So, there is no question in it that T & D uplifts both the employee work performance and organizational productivity but together with this while designing training and development programs it must be kept in the strategic purposes of training to generate creative thinking and innovativeness. These will then strengthen the organization's knowledge base enabling it to establish a competitive advantage. Training and development also makes ways for employees to take an active part in the decision making process (Vemic, 2007). Moreover, Saleem et al., (2011) have proposed that continuous training caters for bringing employees' motivation, confidence, their general behavior, and self-esteem up. Similarly, they are of the view that it is T & D that increase employees' satisfaction towards their job, improves their work efficiency, and gives return on investment (ROI) in terms of making the employees more knowledgeable, skilled, and productive. It also makes them more loyal, committed, and contributing to the organization. Batool & Batool (2012) also support this view that job satisfaction, confidence on self, and sense of self-worth is given a boost up among the employees through training. Zenger (1989, as cited in Batool & Batool, 2012) points out that providing expert skills makes the workers to energetically take part in the process of improving quality. In the same way, Graig (1976); Akintayo (1996); Obisi

(1996); Oribabor (2000); & Oguntimehin (2001) as cited in Saleem et al., (2012) have put forward the benefits of T & D as improvement in human, theoretical, & managerial competencies, enhanced skills, work efficiency, knowledge, mind-set & punctuality (including be on time and less absenteeism), expertise in operating technology and handling machines with reduced wastage, and also decreased level of skill obsolescence. So, training is and should be meant to enhance the skills and performance level of employees in all ways (Obisi, 2011). The central role of T & D in bringing transformational reforms to the organizational strength and capabilities in terms of making the employees competent, hence, gets proven. In the words of Glaveli & Karassavidou (2011), it is the human resource that acts as a multiplicative factor for putting the organization on the track of victory. Although each of the HR practices is vital at its place in supporting the advancement of its workforce but training plays the most vital role of all in developing an organization's leveraging factor for progress i.e. its human asset. The positive outlook of the job gained through training and development generates feelings of loyalty in the employees who then perform well in terms of serving the customers better. Hence, training promotes loyalty that in turn stimulates to perform up to the mark. Better performance of employees is significant as according to Khan et al., (2011), employee performance drives performance of the organization.

Conclusion

The study started from highlighting the importance of Training & Development for business in the present day. The globalization and industrial revolution



have initiated a war of competition among the corporate players. Most of the companies have added the T & D into their philosophy for translating their mission and vision into reality. We saw in the literature review that there is a clear link between T & D and capability enhancement of the employees. This capability is increased in terms of improving various existing skills and introducing new skills that aid in the job tasks. We created a relation between employee performance and the improved skills. Several studies found a positive relationship between T & D and employees' performance over the world.

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