

**“DEGREE OF INFLUENCE OF TRAINING AND DEVELOPMENT
ON EMPLOYEES BEHAVIOR”**

Qasim Saleem

Lahore Business School, University of Lahore, Lahore

Mehwish Shahid

Superior University, Lahore

Akram Naseem

Lahore Business School, University of Lahore, Lahore

ABSTRACT

The purpose of training and development is Pervasive. Training and development builds a team of highly effective and efficient way. Employees who are trained regularly are well motivated, well mannered and have enhanced confidence and self-esteem. Training and development prepare and enhance employee's knowledge and skills to enable them so that they adapt new technology, the changes that are happened inside the organization and the working environment. Training and development also creates a

pool of employees and chances for promotion or to replace employees who have left the organization.

Training and development enhances job satisfaction and productivity for organizations because the employees know what is expected of them as they are also equipped with the knowledge and tools to perform their jobs efficiently. Cross-training in which on-job and off-job trainings and multitasking of employees allows them to perform tasks other than what is relegated to them and gives them a sense of importance in the organization and feelings of security. The other purposes of training and development are for safety considerations, the handling of equipment, facility and materials from the less risky to the very hazardous and the prevention of the cost of accidents and idle resources. With training and development errors are reduced and efficiency is increased because employees are already well-equipped with the ways of the work.

Key words: On job training, off job training, employee motivation, employee performance, Job shadowing

Introduction

A good training and Development system ensure your employees in every organization understand what business and company is in what condition and keeps updated on the skills they need to possess to perform their day to day job so it brings in confidence and improves performance. As a brief review of terms, training involves an expert working with learners to transfer to them certain areas of knowledge or skills to improve in their current jobs and in future. Development is a broad, ongoing multi-faceted set of activities (training activities among them) to bring someone or an organization up to another threshold of performance, often to perform some jobs or new roles in the future for the betterment of organizations.

International Journal of Computing and Business Research

ISSN (Online) : 2229-6166

Volume 2 Issue 3 September 2011

<http://www.researchmanuscripts.com>

Job shadowing is a type of internal employee job training in which a new employee or new trainee desiring to become familiar with a job, follows and observes a trained and experienced employees and trainers. Job shadowing is an effective form of job training for certain jobs in every skill and knowledge of organizations.

The business strategy must be linked with the human resource strategy and resources of that business. It is essential to consider the different characteristics of people and their behaviors when setting a plan for an organization to follow. The stage of development, embryonic, high-growth, mature, or aging - which the company is in, will determine the HRD goals and their objectives. The definition of training expands from training directly related to the performance of official duties and actions to any training that improves individual and organizational performance and assists an agency in achieving its mission and performance goals.

The right employee training, development and education at the right time provides big payoffs for the employer in increased productivity, knowledge, loyalty, and contribution. Learn the approaches that will guarantee a return on your investment in training. One key factor in employee motivation and retention is the opportunity and growth to continue to grow and develop job and career enhancing skills for future. There are a couple of secrets to what employees want from training and development opportunities, however. Plus, training and development opportunities are not just found in training classes and seminars but in daily routine matters and current situations. Learn more about what employees want in training and development opportunities.

Literature Review:

Human resources, are the most valuable assets of any organization, with the machines, materials and even the money, nothing gets done without man-power. Abiodun (1999)

submitted that: Training is a systematic development of the knowledge, skills and attitudes required by employees to perform adequately on a given task or job.

Adeniyi (1995) observed that staff training and development is a work activity that can make a very significant contribution to the overall effectiveness and profitability of an organization. He therefore, provides a systematic approach to training which encases the main elements of training. Oribabor (2000) submitted that training and development aim at developing competences such as technical, human, conceptual and managerial for the furtherance of individual and organization growth, also Isyaku (2000) postulated that the process of training and development is a continuous one.

Among other schools that highlighted the usefulness of training are Akintayo (1996), Oguntimehin (2001) and Graig (1976). They identified the functions of training as follow: increase productivity, improves the quality of work; improves skills, knowledge, understanding and attitude; enhance the use of tools and machine; reduces waste, accidents, turnover, lateness, absenteeism and other overhead costs, eliminates obsolescence in skills, technologies, methods, products, capital management etc. Chris Obisi (1996) submitted that training and development aim at developing competences such as technical, human, conceptual and managerial for the furtherance of individual and organization growth.

Man is dynamic in nature, the need to be current and relevant in all spheres of human endeavor's make staff development a necessity, to keep track with current event and methods. Griffin, (1978) Ajibade, (1993) Adeniyi, (1995) and Arikewuyo (1999) have drawn the attention of the entire sundry to the inestimable value of training and development.

Misko (2008) notes that where learning becomes integrated into workplace practices, organisations are more likely to be innovative, extend learning and reward employees.

Pfeffer (1994) stressed that human resource has been vital for firm sustained performance.

Researchers also examined the negative impact of HRM practices on firm performance that include employees' stress level (Ramsay et al., 2000). In a study of managers from Taiwan and Cambodia, Sang (2005) concluded that workforce planning; staffing; compensation, and incentives; teamwork; training, and employee security had a positive and significant influence on non-financial and financial dimensions of organizational performance.

In Israel, Harel and Tzafrir (1999) found that training and development practices had positive relationship with firms 'performance in public and private sectors. In Korea, Bae and Lawler (2000) concluded that training and development practices significantly affect organizational performance. Lee and Chee (1996) in their study did not find an association between training and development practices and business performance.

Training in the Nineties has become an absolute necessity. Organizations are spending increasing amounts of money to make sure that they have employees that are well qualified. "Training consists of planned programs designed to improve performance at the individual, group, and/or organizational levels" [Cascio]. By centralizing course development and delivery, training efforts can be expanded without increasing cost. This happens when different business cultures are combined into cohesive units that focus on the customer. Training is not a cure for what is broken with a company and its staff, development of abilities is [Modic].

According to Cole (2002:330), in his book *Personnel and Human Resource Management*, training is a learning activity directed towards the acquisition of specific knowledge and skills for the purpose of an occupation or task. The focus of training is the job or task for example, the need to have efficiency and safety in the operation of particular machines or equipment, or the need for an effective sales force to mention but a few. Training is the planned and systematic modification of behavior 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 (Gordon 1992:235)

Pheesey (1971:130) defines training as the systematic process of altering the behavior and or attitudes of employees in a direction to increase the achievement of organizational goals. This means for any organization to succeed in achieving the objectives of its training program, the design and implementation must be planned and systematic, tailored towards enhancing performance and productivity. According to Armstrong (1996:11), expressing an understanding of training emphasizes that training should be developed and operated within an organization by appreciating learning theories and approaches if the training is to be well understood.

Training therefore can be explained as a planned and systematic effort by management aimed at altering behavior of employees, in a direction that will achieve organizational goals. A formal training program is an effort by the employer to provide opportunities for the employee to acquire job-related skills, attitudes and knowledge, McGhee et al (1996:55)

It is the view of Beardwell and Holden (1993) that Human Resource Management concepts such as commitment to the company 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 20concepts require not only careful planning but a greater emphasis on employee development.

Objectives of the study

The objectives of this study are to:

1. Identify the major purposes of training and development, as well as the key impacts on employee performance
2. Ascertain the training and development policy in operation of organizations.

3. The training and development practices and processes including the assessment of training needs, an outline of training methods, and the processes of monitoring and evaluating the plan.

4. Whether training and development schemes have positive effect on the performance of workers and productivity.

Typical Reasons for Employee Training and Development

Training and development can be initiated for a variety of reasons for an employee or group of employees, e.g.

- When a performance appraisal indicates performance improvement is needed.
- To "benchmark" the status of improvement so far in a performance improvement effort.
- As part of an overall professional development program.
- As part of succession planning to help an employee be eligible for a planned change in role in the organization.
- To "pilot", or test, the operation of a new performance management system.
- To train about a specific topic.

Typical Topics of Employee Training

1. Communications: The increasing diversity of today's workforce brings a wide variety of languages and customs.
2. Computer skills: Computer skills are becoming a necessity for conducting administrative and office tasks.
3. Customer service: Increased competition in today's global marketplace makes it critical that employees understand and meet the needs of customers.

4. Diversity: Diversity training usually includes explanation about how people have different perspectives and views, and includes techniques to value diversity
5. Ethics: Today's society has increasing expectations about corporate social responsibility. Also, today's diverse workforce brings a wide variety of values and morals to the workplace.
6. Human relations: The increased stresses of today's workplace can include misunderstandings and conflict. Training can people to get along in the workplace.
7. Quality initiatives: Initiatives such as Total Quality Management, Quality Circles, benchmarking, etc., require basic training about quality concepts, guidelines and standards for quality, etc.
8. Safety: Safety training is critical where working with heavy equipment , hazardous chemicals, repetitive activities, etc., but can also be useful with practical advice for avoiding assaults, etc.
9. Sexual harassment: Sexual harassment training usually includes careful description of the organization's policies about sexual harassment, especially about what are inappropriate behaviors

General Benefits from Employee Training and Development:

There are numerous sources of online information about training and development. Several of these sites (they're listed later on in this library) suggest reasons for supervisors to conduct training among employees. These reasons include:

- Increased job satisfaction and morale among employees
- Increased employee motivation
- Increased efficiencies in processes, resulting in financial gain

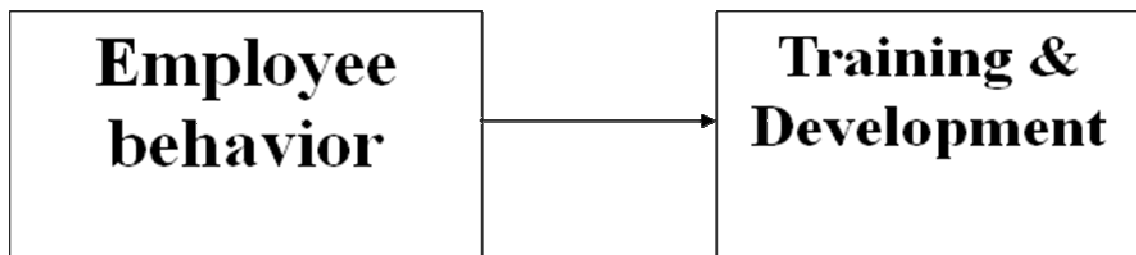
- Increased capacity to adopt new technologies and methods
- Increased innovation in strategies and products
- Reduced employee turnover
- Enhanced company image, e.g., conducting ethics training (not a good reason for ethics training!)
- Risk management, e.g., training about sexual harassment, diversity training

Approaches to Training:

Employees who are well-trained often have higher motivation and morale because they feel that the company has invested in their ability and development. This also results in lower turnover rates. Trained employees often work better as teams because everyone is aware of the expectations and can achieve them together smoothly. Trained employees are also more confident in their performance and decision-making skills. In addition, employees who receive regular training are more likely to accept change and come up with new ideas.

Problems Training and Development can solve employee's behaviors Staff Training and Development versus Organizational Employees.

Theoretical Framework



Samples:

I have collected 300 questionnaires about analysis of impact of training and development on employee performance from different sectors.

Sectors: The sectors from where questionnaires have been collected are

- Banks and Financial services
- Pharmaceutical Companies
- Small and medium Firms

100 questionnaires are filled from each sector.

“The question is that did you agree that training and development affect on employee performance that leads to organizational growth and success.”

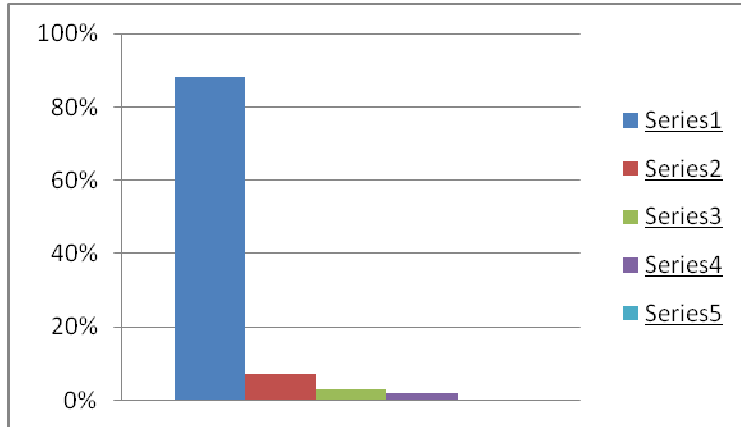
These sectors are decided because in these sectors employee training and development play an important role for the efficiency of organizations. And these organizations are performing well or not just on the basis of training and development.

All questionnaires have been filled from managers and high authority of these sectors.

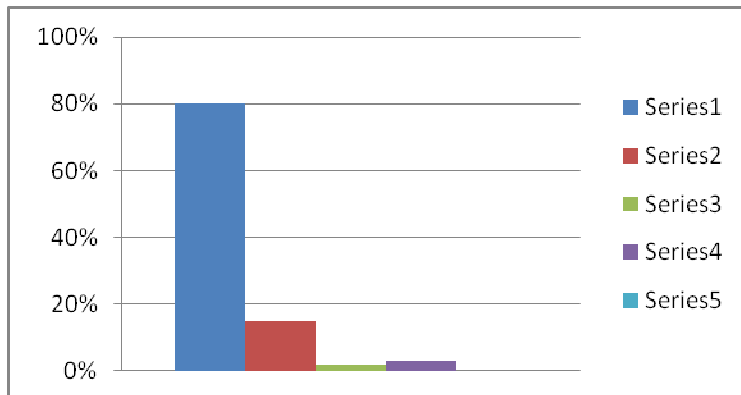
- Strongly agree
- Agree
- Less agree
- Didn't agree

Analysis:

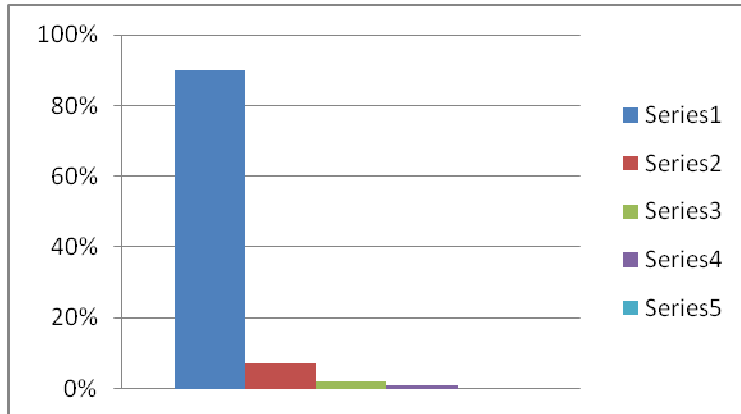
Banks and Financial services



Pharmaceutical Companies



Small and medium Firms



Conclusions:

So it is concluded that training and development of an employee play an important role that has shown in analysis above in different sectors if many employees are given training and development opportunities then organization is go in high position as before trainings.

So we should hire already trained employees or give training and development to existing employees according to organization's requirements. So high authorities of these different sectors give feedback that all employees should be given opportunities of training and development that lead to organizational efficiency and growth. Training may be on job or off job. Organizations should spend some amount of money for their employees not only for betterment of employees but also for the efficiency and betterment of organizations.

REFERENCES

[1] European Journal of Scientific Research ISSN 1450-216X Vol.24 No.3 (2008), pp.326-331

International Journal of Computing and Business Research

ISSN (Online) : 2229-6166

Volume 2 Issue 3 September 2011

<http://www.researchmanuscripts.com>

[2] Mondy, R.W., Noe, R.M., Premeaux, S.R., (2002), Human Resources Management

[3] Blake, Robert R., "Memories of HRD," American Society of Training & Development, March 1995.

[4] Garavan, Thomas N., Noreen Heraty, and Michael Morley, "Actors in the HRD process: An Exploratory Study," International Studies of Management & Organization, March 22, 1998.

[5] Moore, Elen, "Technology-based Training Methods; Food Safety," Restaurant Hospitality, December, 1998.

[6] Walker, James W., "Perspectives; Emerging Trends and Issues in Human Resource Development and Implementation," Human Resource Planning, March, 1998.

[7] <http://www.scribd.com/doc/38516457/IMPACT-OF-TRAINING-AND-DEVELOPMENT-ON-EMPLOYEE%E2%80%99S-PERFORMANCE-A-STUDY-OF-GENERAL-EMPLOYEES>

[8] http://www.ehow.com/list_5919320_effects-training-employee-performance.html

[9] http://www.ehow.com/about_6664343_effect-training-employee-performance.html

[10] IMPACT OF TRAINING AND DEVELOPMENT ON EMPLOYEE PERFORMANCE: A CASE STUDY OF ZENITH BANK, NIGERIA Read more:

http://ivythesis.typepad.com/term_paper_topics/2011/05/impact-of-training-and-

[11] <http://www.scribd.com/doc/38516457/IMPACT-OF-TRAINING-AND-DEVELOPMENT-ON-EMPLOYEE%E2%80%99S-PERFORMANCE-A-STUDY-OF-GENERAL-EMPLOYEES>