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The Significance of Training in Organizations in the Performance and Capabilities of Employees

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Introduction- The objective of this paper is to discuss the significance of training in organizations on the performance and capabilities of employees. It is not doubted that presently, organizations across the world are doing what they can to achieve enhanced competitiveness and success in their respective industries. Success comes at a price and it is imperative that such organizations be capable of obtaining and utilizing their human resources in the most optimal and effective way possible. It is very important for organizations to have awareness of the apparent importance of the human resources. The management of these organizations must provide special attention to ensuring that all of the main human resource management functions are optimal and in line with the organizational objectives.

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I. Introduction

The objective of this paper is to discuss the significance of training in organizations on the performance and capabilities of employees. It is not doubted that presently, organizations across the world are doing what they can to achieve enhanced competitiveness and success in their respective industries. Success comes at a price and it is imperative that such organizations be capable of obtaining and utilizing their human resources in the most optimal and effective way possible. It is very important for organizations to have awareness of the apparent importance of the human resources. The management of these organizations must provide special attention to ensuring that all of the main human resource management functions are optimal and in line with the organizational objectives.

II. Background

In these present times, business organizations across the world are starting to face higher levels of competition mainly due to factors such as globalization, technological changes, and also the ever-changing political and economic landscape (Towler & Dipboye, 2003). In order to be capable of addressing such challenges, it is very important for such organizations to be capable of training their employees in order to prepare them to adjust and adapt, and also to achieve positive performance enhancements (Colligs & Wood, 2009).

Managers of these organizations must provide special attention to all of these factors when it comes to training and developing their human resources (Bell, et al., 2017). It is a very important responsibility for the organization to bring about enhancements to the job performance of the employees through implementing superior training and development initiatives to ensure that these employees perform the way the organization intends them to (Aguinis & Kraiger, 2009).

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Because employees are very important resource to the organization, therefore, it is very essential to ensure that their performance is to be optimized so as to be aligned with the objectives and aims of the organization (Klein, et al., 2004). This is very important in order to ensure sustainable performance in the long term (Bell & Kozlowski, 2008). This requires managers to ensure an adequate supply of employees who are competent in technical and social terms and are able to achieve positive career development into higher ranks in positions within the organization (Schmidt & Ford, 2003). The importance of having an efficiently performing set of human resources within the organization stems from the fact that such human resources are said to be the intellectual property of the organization and these employees can be used as a means of acquiring a strong and stable competitive advantage within the industry (Schmidt & Ford, 2003).

More precisely, it is training that is said to be the best method of developing such intellectual property in order to be capable of creating higher levels of employee competencies (Tews, 2006). It is very important for such an organization to be capable of obtaining and utilizing human resources in the most effective way possible, and the only way to accomplish this is to create a very strong and effective human resource management strategy that is capable of fitting to the organizational structure and to help the organization achieve the aims and objectives (Towler & Dipboye, 2003).

III. Human Resource Management

The concept of human resource management is said to involve the management of human resources that are required by a certain organization and which are acquired, nurtured and maintained in order to promote the vision, objectives, and overall organizational strategy (Towler & Dipboye, 2003). Practically speaking, human resource management is focused on securing, nurturing, and the use of an optimally performing workforce (Martin, et al., 2014). This is very important for the short-term and long-term survivability of the organization within its industry (Plotnik & Kouyomdijan, 2012). To ensure that the human resource management function of the organization is capable of achieving its organizational objectives, it is important for managers to carry out certain very basic functions which are

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representative of the management process (Towler & Dipboye, 2003).

In the present management literature, human resource management functions are said to be categorized differently by different researchers, even though all of them are said to serve similar purposes of ensuring the presence of an effectively performing human resources (Schmidt & Ford, 2003). These basic functions include human resource planning, staffing, leading, organizing and also controlling (Armstrong, 2006). From literature, it has been established that the core human resource management functions of the modern-day organization include staffing, training and development, performance appraisals, and employee relations management, and reward and remunerations (Towler & Dipboye, 2003).

IV. Training and Development

The process of training and development typically involves initiatives taken to impart skills, abilities and competencies within members of the workforce and its managers (Rogers, 2012). The process of training and development is usually used as a means of closing the gap between present performance and expected future performance of the workforce (Salas & Cannon-Bowers, 2001). Generally speaking, training and development comes under the human resource development function, and this is regarded as one of the most important human resource management functions there is (McCourt, 2003). The main activities of this function typically include identifying needs for training and development, the choosing of methods and techniques which are appropriate for such needs, making plans about how to prevent them, and ultimately making an assessment of the outcomes (Schmidt & Ford, 2003).

It is apparent that such organizations have to implement policies that are required to make sure that the performance of employees in the organization is assessed effectively and this would help ensure proper training and development is initiated (Shamim, 2017). Through using the output that is obtained by virtue of performance appraisal reports, it is possible for organizations to be capable of identifying the various training and development needs of its employees (Bell & Kozlowski, 2008). Besides that, employees themselves can also provide information in order to indicate about the various areas that require improvements during the performance appraisal (Rogers, 2012).

V. Human Resource Training and Development

a) *Training*

Training said to be one of the main functions within the human resource management domain and it has been recognized as being an indispensable element within an organization. As such, the concept of training has received a lot of attention by researchers and academics within the domain of human resource management. Training can be defined as the planned and systematic modifying of individual behavior via the use of learning events, programs, and various activities that are designed to help those taking part to achieve superior levels of skills, competencies, knowledge and abilities, which are all imperative to enable them to perform their work effectively (Bell, et al., 2017).

There are a number of present-day researchers that have argued that training has been increasingly recognized for its importance in recent years, and one of the reasons for this is that present day organizations are starting to become more competitive and realize that their success is dependent on the performance of their employees (Towler & Dipboye, 2003). As such, employee training has gained prominence in recent times, and organizations are investing significant amount of resources in ensuring that they are capable of providing the best possible training to their employees (Bell & Kozlowski, 2008). Many organizations understand that the success of their employees is reliant upon the degree and quality of their skills and abilities and for them to possess such skills and abilities, it is very important for such organizations to make generous investments in training and developing these employees (Radhakrishna & Raju, 2015).

b) *Benefits of training*

There are numerous benefits that are associated with organizations providing effective and comprehensive training to their employees. In essence, comprehensive training can help employees acquire important skills, knowledge and attitudes that can be very important in helping them carry out various work-related tasks and activities within the organization. Training is said to be a very important motivator that can bring about short and long-term benefits for the employees and the organization in general. Researchers state that a properly designed training program can help enhance the morale and motivation of employees (Tews, 2006).

This means that employees who receive such a training enjoy higher confidence and motivation. Effective employee training can also help reduce overall costs of production (Shamim, 2017). The fact of the matter is that effective training can help an organization save costs due to the fact that trained personnel are capable of making better use of organizational resources, and this is very important in helping to reduce and avoid wastage. Besides that, effective employee training can help lower overall labor turnover within the organization (Aguinis & Kraiger, 2009).

This stems from the fact that training is capable of bringing about a greater sense of satisfaction at the workplace, and this improved work security has the

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effect of reducing labor turnover and absenteeism at the organization (Towler & Dipboye, 2003). In addition to that, effective training can also help create better change management within the organization (Radhakrishna & Raju, 2015). In essence, training is capable of helping change agents to manage change so as to increase the overall understanding and involvement of employees within the process of change (Armstrong, 2006). It also helps in the providing of various skills and abilities that are required to capable of adjusting to new situations that arise in the organization (Armstrong, 2006). Also, training is said to play the role of providing recognition to employees, it enhances their overall responsibility and it also provides them with the possibility of enjoying higher levels of the satisfaction and to have better chances of promotion. It is also pointed out by certain researchers that effective training is capable of helping to improve the overall availability and quality of organizational staff (Schmidt & Ford, 2003).

It is pointed out by many researchers that employee training is said to play a very important role in enhancing the performance and productivity of the employees in the organization in general (Rogers, 2012). This would then help organizations to acquire a much better positions in order to be capable of facing their competitors and overcoming them (Aguinis & Kraiger, 2009). This is said to imply the presence of a significant difference between organizations which provide training to the employees and organizations that do not (Colligs & Wood, 2009).

There is a large amount of present literature that shows a positive correlation between training and development, and employee performance. Researchers have noted that employee competencies are known to experience changes during training programs (Shamim, 2017). It is said to help improve the overall performance of employees so that they are able to perform their roles, duties and responsibilities effectively (Krishnaveni, 2008). Such training also helps to improve the level of knowledge, skills, and attributes of the employees which are needed to help them carry out their job-related duties very effectively and to contribute towards higher levels of organizational performance (Montana & Charnov, 2000).

Practically speaking, training is said to have the potential of providing the kind of performance improvements necessary to ensure that the employees would achieve positive performance improvements in terms of developing superior knowledge, capabilities, competencies, abilities, skills and behaviors (DeGraff, 2010). Researchers have shown that training is a very effective way of helping to address skill deficiencies in employees and to performance gaps (Saks & Belcourt, 2006). All of these have the effect of improving the performance of these employees (Saks & Belcourt, 2006).

Researchers have stated that the addressing of the performance gap makes reference to the implementation of effective training programs in order to develop a particular skills and capabilities within employees and thereby bringing about positive employee performance enhancements (Montana & Charnov, 2000). It is also elaborated that training helps facilitate organizations to be better able to recognize the role performing workers and to implement initiatives that are aimed at enhancing the skills, knowledge and attitudes that are required by the organization (Plotnik & Kouyomdijan, 2012).

Organizations presently recognize the fact that it is very important for employees to be trained on a continuous basis and this is because the demands and needs at the workplace are constantly changing and additional training has to be provided continuously so as to ensure that the employees are able to perform as expected (Tews, 2006). This is means that it is very important for organizations to have policies designed to ensure continuous training and development to ensure that does not exist any skills of performance gaps (Radhakrishna & Raju, 2015).

It is the opinion of academics that the competencies of employees can change for the better when they make use of effective training programs which are designed to cater to their various training related needs (Aguinis & Kraiger, 2009). Such training can help enhance the performance of these employees to carry out their duties effectively and it also results in improvements in skills, attitudes and knowledge of these employees that are required for future job-related tasks. Such training can also help the organization achieve their objectives more effectively (Colligs & Wood, 2009).

Besides that, training can also lower the chances of employees showing dissatisfaction, being absent and it can also help address the problem of high turnover at the organization. Due to the fact that well trained employees are usually satisfied, they are rarely absent and they do not contribute to high turnover rates (Huang, 2010). It is pointed out that the benefits that are derived from training can be easily achievable in the event that the training is well-planned and this means that the organization and its trainers have to be prepared in advance for training and to ensure that training that they provide cater specifically to the needs of their employees (Keith & Frese, 2005).

VI. HR Training Needs

It is stated that training and development requirements and needs can take place at three organizational levels and these are the strategic level, tactical level, and the operational level (Bell & Kozlowski, 2008). Essentially speaking, the strategic level is where the needs and requirements are said to be determined by the top management by taking into account

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organizational mission, goals, strategies and problems that are required to be addressed (Armstrong, 2006). The tactical level is where the needs and requirements are said to be determined with the middle management while taking into consideration the developmental needs with regards to the coordinating and cooperating between different organizational units (Aguinis & Kraiger, 2009).

The operational level is the third level, whereby needs are said to be determined by the lower management, and various other employees while taking into account the presence of problems about operations, such as performance related problems of individual employees and departments (DeGraff, 2010). It is said that in order to be capable of formulating human resource training and development objectives which are said to enable the organization in question to create human resource training and development of tools that allow both formal and informal human resource training and development techniques to generate effectiveness and competitiveness, it is important to take into consideration the importance of providing effective coordination and incorporation of needs within all of these three levels (Colligs & Wood, 2009).

According to researchers, there are a number of categories associated with making an identification of training and development needs (Rogers, 2012). These are said to encompass resolving problems, improving work practices and changing organizational situations (Shamim, 2017). It is to be noted that when it comes to identifying training needs, there is a requirement to capable of creating, developing, maintaining and improving the systems that are relevant in making a contribution to the availability of human resources that have the needed skills (Bell, et al., 2017). It is also important for training programs to be capable of being designed so as to satisfy different needs of organizational members (Schmidt & Ford, 2003). Besides that, the content of the training program and the trainees who were chosen to participate in the program are generally dependent on the training programs objectives (Tews, 2006).

VII. Training and Development Methods

It is noted that all human resource training and development activities are supposed to enhance the performance of an individual's job, it is meant to provide training for new skills for the job or new position and to help achieve general growth for the individual and the organization in order to be capable of meeting the present future objectives (Bens, 2012). Essentially speaking, they are two kinds of techniques such an organization can choose from when it comes to developing their employees (DeGraff, 2010). These include on-the-job training and off the job training (Saks & Belcourt, 2006). On-the-job training involves training provided to organizational employees when carrying out the regular work within an office setting. Off the job training, on the other hand, involves employees being subjected to training and development at a location away from their usual workplace (Shamim, 2017).

Examples of on-the-job training can include things such as job rotations, coaching and mentoring. Conversely, off the job training can include role-playing and conferences (Wadhwa, 2013). The kind of training adopted by an organization depends on strategy, objectives and resources available to the organization, it can depend on the organizational needs identified at this particular time and it can target a certain group, which is to be trained and that might include individual employees, teams or the entire organization (Schmidt & Ford, 2003).

a) Job rotation and transfers

Job rotation and transfer can be described as a method of developing the employee's skills within the organization and it typically would involve the movement of employees from one job related responsibility to another (Aguinis & Kraiger, 2009). Such job rotations and transfers are known to have the effect of facilitating employees to be capable of acquiring knowledge about the various different operations in an organization (Bell & Kozlowski, 2008). Such knowledge which is acquired through job rotation and transfers can benefit the employees and the organization as it results in an increase in the skill sets within the organization and its competitive advantage for the long-term (Towler & Dipboye, 2003).

b) Coaching and Mentoring

The process of coaching and mentoring typically involves an organization taking steps to use senior and more experienced employees to coach and mentor the ones that are less experienced (Rogers, 2012). It is said that mentoring and coaching is capable of offering a number of benefits to help develop relationships within the organization and to foster a greater sense of responsibility among employees (Tews, 2006). Such a practice is typically applied to newly recruited staff members who are under the supervision of senior managers within the organization. Coaching and mentoring can also be used to train senior employees but it is mostly emphasized on new recruits (Bell & Kozlowski, 2008).

c) Orientation

The process of orientation can be described as yet another effective method used to train and develop employees (Aguinis & Kraiger, 2009). Orientation typically involves familiarizing and training new employees with their new job within the organization (Rogers, 2012). It is during orientation that such

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employees are exposed to various different work-related tasks and activities (Shamim, 2017). They are generally briefed on the nature of the work, the way to accept different tasks and responsibilities and to understand what the management expects from them (Salas & Cannon-Bowers, 2001). These employees are also given an overview about the working environment within the organization such as its working systems, office layouts, technology used, and organizational culture within the organization (Radhakrishna & Raju, 2015).

d) Conferences

Conferences can be defined as a training and development technique that typically consists of presentations being made by a certain member of the organization to much wider audiences (Montana & Charnov, 2000). It is regarded as a very inexpensive training methods because it involves training a large group of employees at the same time (Bell, et al., 2017). The main disadvantage of such a method is that it might be the case that certain employees might not be able to understand what is being taught and since everybody is following the same basic procedure during the training sessions, they might be certain individual employees that would not be able to get the most from the training being provided (Towler & Dipboye, 2003).

e) Role playing

The act of role-playing typically involves various training and development methods which are focused on capturing and bringing about decision-making related situations to the employees undergoing such training. It is a method which permits employees to role play certain work-related scenarios (Conaty & Charan, 2011). It would typically involve presenting problems and solutions in organizational settings. Such trainees will usually be provided with information about their roles, objectives, responsibilities, concerns and emotions (Bell & Kozlowski, 2008). This is regarded as an effective method as it is performed under an environment that is stress-free and as a means of facilitating learning (Bell & Kozlowski, 2008).

VIII. Conclusion

This paper analyzed topic of training and development. This is a very important human resource management domain that organizations pay great attention to. It is quite apparent that in the presently ever-changing an increasingly challenging business environments, training and development is starting to play a more important role in helping to ensure greater business efficiency and competitiveness of an organization. In this paper, the concept of training and development was defined and described comprehensively. The various advantages which can be enjoyed by an organization and its employees by virtue of having an effective training and development program were outlined comprehensively. There was also discussion on various different training and development techniques that can be employed by organizations as a means of helping the employees achieve and acquire the highest level of skills, competencies and abilities. From this discussion, it is apparent that modern-day organizations should ensure that their training and development programs and initiatives are comprehensive and effective in being able to bring out the best performance within the employees, for the benefit of all organizational stakeholders.

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