



THE ERA: AN CHANGING MODELS OF TRAINING AND DEVELOPMENT PROGRAMS FOR ORGANIZATIONAL PRODUCTIVITY

B. SHAILAJA

Asst. Professor, Dept of MBA, St. Johns Engg. College
and Research Scholar in Management,
Rayalaseema University, Kurnool. (AP) **INDIA**

DR. G. RAMAKRISHNA

Asst. Professor(c) & Coordinator,
Dept of Management,
Rayalaseema University, Kurnool, (AP) **INDIA**

DR. N. S. CHAKRAVARTHY

Assoc Professor, Dept, of MBA,
Bhavans Vivekananda College, Sainikpuri,
Hyderabad, Telanga, **INDIA**

ABSTRACT

Training and development of employees is critical in organizations in this era 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. Training and development of employees is critical for the survival and growth of any entity.

Organizations have been embarking on training and capacity building for their employees so as to enhance productivity and overall performance of the organizations. This is due to the recognition of the important role of training and manpower development in attainment of organizational goals and to fill this gap, this study critically assesses what business skills are most essential for career success as per business competitiveness.

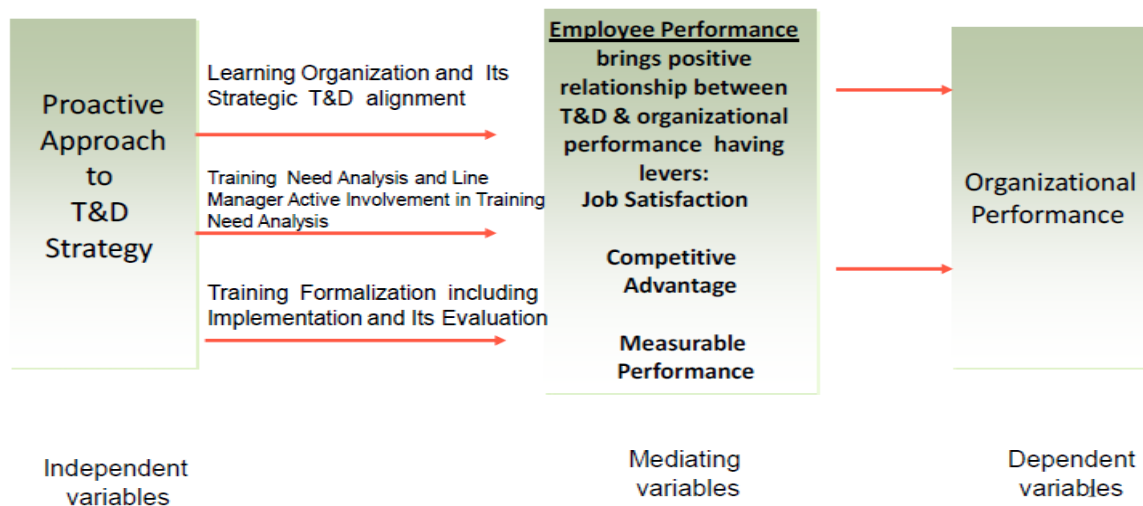
The objective of training and development is to create learning organizations which ensure that employees through value addition can effectively perform their jobs, gain competitive advantage and seek self growth: this measurable performance resulting from good training and development, shall enhance organizational productivity through performance.

Keywords: *Training and Development, Models, Productivity, Performance.*

Human resource is the very important and the backbone of every organization and it is also the main resource of the organization. So organizations invest huge amount on the human resource capital because the performance of human resource will ultimately increase the productivity of the organization. Performance is a major multidimensional construct aimed to achieve results and has a strong link to strategic goals of an organization, so has to performance will increase the effectiveness and efficiency of the organization. But the question arise that how an employee can work more effectively and efficiently to increase the growth and the productivity of an organization in the present competitive world.

Most of the organizations have built up different programs for the training and development of their employees to improve their knowledge and education and as a result thereof, many organizations conduct in-house training programs for their employees as shown in the fig below:

Proposed Research Design
 for
Training and Development Strategy
 vis-à-vis
Organizational Performance



Training and development program is a planned education component and with exceptional method for sharing the culture of the organization, which moves from one job skills to understand the workplace skill, developing leadership, innovative thinking and problem resolving. An employee development program includes a variety of teaching technique, schedule, and helping learning environment that ensure employee to improve their skills and



later apply on their jobs. And most of the companies are investing a lot of money on the training and development of employees in order to remain competitive and successful part of the organization. The importance of training for employees is rapidly growing and organizations are using this tool to compete with their competitors in the market.

But the employee training is a complicated human resource practice that can expressively influence on the accomplishment of the organizations. Furthermore, organizations are struggling to get success in the worldwide economy, trying to differentiate on the basis of abilities, information, and enthusiasm of their workforce. Every organization should have the employees, who are capable to swiftly adjust in continuously fluctuating business environment.

Again, here the same question arises whether the tradition method of training and development improves performance of employees in all field of business in the changing market environment?

The answer to this question is NO!

The old saying and the same old strategy “**OLD WINE IN A NEW BOTTLE**” in the present **e-GENERATION** will never raise in performance, morale and productivity.

It is the main responsibility of the organizations to update employee competency, career, morale performance, job satisfaction, employee retention and has to provide opportunities to their employees for the betterment of their future and organizational goals. The organizations which are using employee training and development programs have to adopt new strategies, new techniques, managerial competencies and modern techniques for getting positive results from the individuals in increasing the productivity of the organization.

SUCCESSFUL MODELS OF TRAINING AND DEVELOPMENT IN DEVELOPING KSA

Some are the models of training and development that can make a greater progress into organizational settings, which have began to have a greater impact on instructional design in improving employee performance and all of which originate from research in the area of organizational development. These are high expectations in the success rate of these models because they seek to resolve more of the human factor than the business processes and environmental constraints. Such as:

1. INSTRUCTIONAL SYSTEM DESIGN (ISD):

B. SHAILAJA

DR. G. RAMAKRISHNA

DR. N. S. CHAKRAVARTHY

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It is critically analyzed that *ADDIE* model, which is a term practically synonymous with Instructional system development, which not only generates practical application of skill level improvement, but also is useful for training and development. The origin of the *ADDIE* instructional development model is a concept to improve human performance based on the assumption that learning should not be developed in a random practice, but should be occurred in correspondence with organized processes.

ADDIE model is a step-by-step process of the training. This model allows the learners to master a skill, knowledge, or attitude. The model focuses on the job by having the learner achieve standards necessary for the proper job performance.

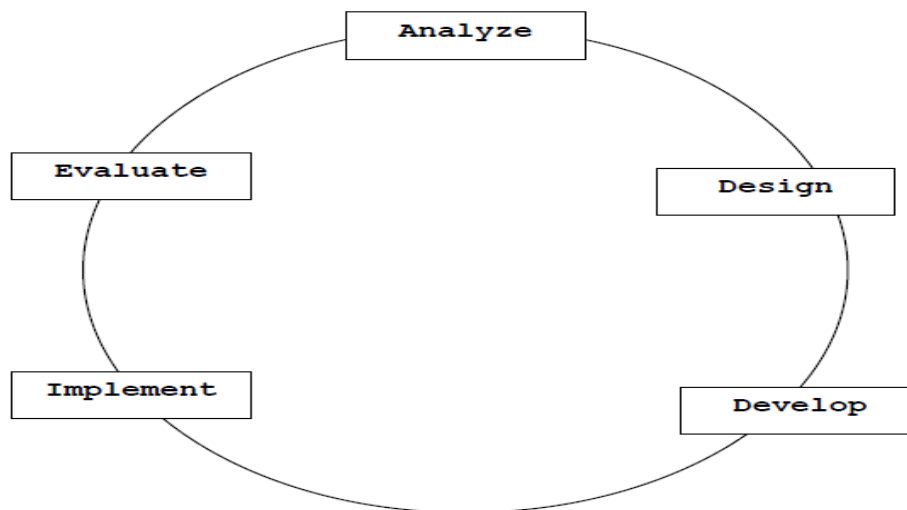


Figure 1. The *ADDIE* Model

The *ADDIE* Model explained as below:

ANALYZE STAGE : To Identify the Job Needs

DESIGN STAGE : To determine the learning objectives, both in knowledge and performance.

DEVELOP STAGE : To ensure that the training materials are clear, concise and effective.

IMPLEMENT STAGE: To determine under which conditions (who, what, when, where) the training will be offered and the solution implemented.

EVALUATE STAGE: To enable the trainer to determine if the training methods and material were effective and successful as well as accomplishing the goal and objective

2. HUMAN PERFORMANCE TECHNOLOGY (HPT):

HPT is a training and instructional system that many businesses use to enhance productivity and to achieve the business goals of the organization. “Combined with learning and instructional technology, HPT provides a strategy for focusing directly on performance improvement” and other-hand, is systematic way of improving and making work more productive. This model has improved human competence and productivity beyond traditional concepts of training and human resource development. Additionally, HPT analyzes elements of a system, and directly generates significant economic impact on organization.

A description of this performance improvement strategy emerges as clearly explained below:

- HUMAN** : performers in organizational and work settings.
PERFORMANCE : measurable outcomes, accomplishments, valued by the system done
TECHNOLOGY : a scientific study of practical matters.

Overall, “Performance is seen as the result of a number of influencing variables (selection, training, feedback, resources, management support, incentives, task interference) all of these must be analyzed before appropriate, cost-effective interventions are selected and deployed”

3. PERFORMANCE-BASED INSTRUCTIONAL DESIGN (PBID):

PBID is designed to help learners perform more effectively in the workplace. PBID is designed to develop and evaluate the training and development program. It enables and teaches the employees about their job performance and enables them to go back to work and do the job, not just know how to do the job. The design includes hands-on exercises to replicate the actual function of what is being taught.

PBID is a system that has seven major components, and is as follows:

1. Program description
2. Content analysis
3. Content selection
4. Content sequencing
5. Lesson structuring
6. Lesson delivery formatting
7. Evaluation and feedback procedures development

The PBID system’s output is an integrated plan of the instruction, and each system component contributes to the output. “Because it is a system and each component is directly related to each other components, the relationships among the components must be understood for the system to be used effectively”.

4. TOTAL QUALITY MANAGEMENT (TQM):



Total Quality Management is a management style based a structured system for producing quality service for both internal and external customers, continuous improvement, and growth potential. These outcomes are a break-through with development, team driven, improving the quality of an organization's customer service, products, services, and profits.

It is management approach to long-term success through customer satisfaction. It is based on the participation of all employees of the organization in the improvement of processes, products, services and the organizational culture. Top management has been fully committed for employees to show commitment.

Deming has said that higher quality leads to higher productivity, which in turn leads to long-term competitive advantage. Based on this, Deming outlined 14 steps that managers in any type of organization can take to implement a total quality management program.

DEMING'S 14 POINTS FOR MANAGEMENT

1. Create constancy of purpose for improvement of product and service. Constance of purpose requires innovation, investment in research and education, continuous improvement of product and service.
2. Adopt the new philosophy throughout the organization (everybody).
3. Cease dependence on mass inspection. Inspect products and services for process improvement and cost reduction.
4. End the practice of awarding business on price tag alone. The lowest priced goods are not always the highest quality; choose a supplier based on its record of improvement and then make a long-term commitment to it.
5. Improve constantly and forever the system of production and service. Improvement is not a one-time effort.
6. Institute training and retraining. Workers need to know how to do their jobs correctly even if they need to learn new skills.
7. Teach and institute leadership. Managers have the responsibility to discover the barriers that prevent staff from taking pride in their work.
8. Drive out fear. Create trust. Managers need to create an environment where workers can express concerns with confidence; create a climate for innovation.
9. Break down barriers between staff areas. Managers should promote teamwork by helping staff in different areas/departments work together.
10. Eliminate slogans, exhortations, and targets for the workforce. Managers need to learn real ways of motivating people in their organizations.
11. Eliminate numerical quotas. Workers need the flexibility to give customers the level of service they need.
12. Remove barriers to pride of workmanship. Give workers respect and feedback about how they are doing their jobs.

13. Encourage education and self-improvement for everyone. With continuous improvement, this will result; employees need to be successful at new job responsibilities.

14. Take action to accomplish the transformation. Management must work as a team.

MANAGERIAL TECHNIQUES:

Managerial techniques are yet another purpose used to identify techniques that contribute to lost productivity and morale in the firms. The techniques include:

- Creating climates for openness
- Distributing and sharing information
- Building the team
- Leading and developing teams

The study also assessed the most essential business skills for career success.

THE NEED ASSESSMENT:

The needs assessment is a systematic exploration of the way an organization should function. For a firm to establish a successful training and development program, the following must be taken into account:

1. Determine what training is relevant to the employees' job
2. Determine what training will improve performance
3. Determine if training will make a difference
4. Differentiate training needs from organization problem
5. Improve job performance with organizational goal and bottom-line.

CONCLUSION

HRM practices rather than focus on individual practices. What this is basically saying is that the company's performance will be high minded by a system of practices that support each other and has a partnership reinforcing effects from employee contributions to company performance. For instance, the effectiveness of a comprehensive training program may be increased when combined with appraisals to assess employee performance and target development needs. There are many factors that influence a company's performance and the labor strategy that a company expands to achieve its performance target. These include external factors such as the product and labor market, market share and market environment, as well as internal company factors such as organizational culture, management styles and human resource management practice. Labor-market effects have an impact on virtually all aspects of the HRM role" Subject to this context, a performance level is not always achieved by means of the best practices promoted in the human resource management theory. Training is used as a management tool to develop skills and knowledge as a means of increasing an



employee's and ultimately an organization's performance in terms of efficiency, effectiveness and productivity. Employee development is another management tool. This tool is used to enhance the skills and ability, which the employees need to be able to move along with the organization to pursue a career in line with its advancing needs.

Overall, the organizations can show improvement through communication, employee morale, productivity, process efficiency, and can also reduce cost and waste. By and large the effects of acquiring the latest technology according to labor market the organizations can show the positive results and make economic sense of productivity through performance.

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