



A case study of the training and Development in organisational effectiveness

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Abstract

A comparative study of radiation characteristics of a polarized switchable microstrip planar array of triangular patch antenna printed on synthesized LiTiMg ferrite substrate with a normal magnetic bias field has been done and reporting here. Radiation patterns and some important characteristics of proposed array antenna have been compared with the same geometry printed on RT duroid and silicon. 61% miniaturization and high quality factor are some advantages of using LiTiMg ferrite compare to RT duroid. With the biasing of external magnetic field perpendicular to the ferrite substrate arise some tunable behavior which has been elaborated by the generation quasi TEM, magnetostatic and spin waves. In this analysis spin wave exchange term (ω_r) which depends upon the static internal field (H_{ex}), has also included in the dispersion formula because the wavelength of microwave approach the inter-atomic distance of ferrite material which is the main cause of generation of spin waves in such types of layered structures.

Keywords: return on investment, evaluation, trainers

1. Introduction

Training is expensive. Without training it is more expensive

-Nehru

The employee performance depends on various factors. But the most important factor of employee performance is training. Training is important to enhance the capabilities of employees. The employees who have more on the job experience have better performance because there is an increase in the both skills & competencies because of more on the job experience (Fakhar Ul Afaq, Anwar Khan). Training also has impact on the return on investment (Richard Chang Associates, INC.)^[1].

2. Methods of training and development^[2]

- **On the job training/coaching:** This relates to formal training on the job. A worker becomes experienced on the job over time due to modification of job behaviors at the point of training or acquisition of skills.
- **Induction/orientation:** This is carried out for new entrants on the job to make them familiar with the total corporate requirements like norms, ethics, values, rules and regulations.
- **Apprenticeship:** A method of training where an unskilled person understudies a skilled person.
- **Demonstration:** Teaching by example, whereby the skilled worker performs the job and the unskilled closely observes so as to understand the job.

- **Vestibule:** This is done through industrial attachment for the purpose of skills and technology transfer. It is therefore achieved through placement of an individual within another area of relevant work or organization. The effect is the acquisition of practical and specialized skills.
- **Formal Training:** A practical and theoretical teaching process which could be done within or outside an organization. When training is carried out inside an organization, it is called an in-house training. Off-house training is carried out in professionalized training areas like: Universities, Polytechnics and Professional Institutes.

3. Method of development^[3]

1. Under-study: This is good for succession planning. This allows for smooth transition of work when one officer leaves a schedule or organization.
2. Job-rotation: It is necessary for all workers to move from one schedule to the other within the same organization, to allow for competence on all spheres of work.
3. Self-development/Self-assessment: Self-development means a personal desire to improve through an individual's attempt to embark on study and practical explosive that are independent of an organization's role and contribution. Self-assessment personal identification of strengths, opportunities, weaknesses and challenges and an attempt to improve and build on current efforts for a more fulfilling corporate movement.

¹ Impact of Training and Development on Organizational Performance By Raja Abdul Ghafoor Khan, Furqan Ahmed Khan, Dr. Muhammad Aslam Khan; Global Journal of Management and Business Research Volume 11 Issue 7 Version 1.0 July 2011

² Staff Training and Development: A Vital Tool for Organisational Effectiveness by D. A. Olaniyan and Lucas. B. Ojo; European Journal of Scientific Research ISSN 1450-216X Vol.24 No.3 (2008), pp.326-331

³ Staff Training and Development: A Vital Tool for Organisational Effectiveness by D. A. Olaniyan and Lucas. B. Ojo; European Journal of Scientific Research ISSN 1450-216X Vol.24 No.3 (2008), pp.326-331

4. Approaches to T & D^[4]

Reactive Approach

The traditional approaches to training can be generally termed as reactionary, driven by tactical delivery of technical skills in bricks and mortar, classrooms trainings and where training is seen as an event oriented activity.

Proactive Approach

In the learning organization this approach aligns all learning activities with the corporate business strategy, and its focus is on developing competencies.

Active Learning Approach

In this approach, trainees play a leading role in learning by exploring issues and situational problems under the guidance of their facilitator. The trainees learn by asking thought provoking questions, searching for answers, and interpreting various observations made during the process. The active learning approach has its lasting impact on learning since it helps in long-term retention and finding better solutions in the challenging situations.

5. Review of literature

Franklin Dang Kum, Richard Cowden and Anis Mahomed Karodia (PhD) (2014)^[5] focuses on the impact of training and development on employee performance at ESCON. Training and development is a critical process, which seeks to improve the performance of workers in the organisation. In order to form competent committees, employees' relevant expertise and intellectual capacity needs to be improved. Some of the projects executed by ESCON fail at an embryonic stage owing to the fact that tenders are awarded to the lowest priced contractor. Moreover, the ineffectiveness of training and development of employees in the organisation reduces the organisation's productivity, as organisations depend on having people with the right skills, attitudes and capabilities in order to reach goals effectively.

Raja Abdul Ghafoor Khan, Furqan Ahmed Khan, Dr. Muhammad Aslam Khan (2011)^[6] understand the effect of Training and Development, On the Job Training, Training Design and Delivery style on Organizational performance. The back bone of this study is the secondary data comprised of comprehensive literature review. The Hypotheses show that all these have significant effect on Organizational Performance. These Hypotheses came from the literature review and we have also proved them with the help of literature review. Results show that Training and Development, On the Job Training, Training Design and Delivery style have significant effect on Organizational Performance and all these have positively affect the Organizational Performance. It means it increases the overall

organizational performance. We also prove our Hypothesis through empirical data. However, results are strongly based on the literature review.

Angela Brew, Margot Pearson (2002)^[7] presents a framework for an approach to supervisor development, based on the assumption that in order to discuss supervisor development it is important to understand what supervisors do and why. The article examines the nature of the educative process for research students in the current research environment. It articulates the generic processes supervisors need to engage in for effective supervision, if students are to develop in differing institutional, disciplinary and professional contexts the appropriate expertise and attributes for employment; and presents an outline of what might constitute a 'flexible professional development programme for supervisors in this context.'

H. O. Falola, A. O. Osibanjo and S. I. Ojo (2014)^[8] examine the effectiveness of training and development on employees' performance and organisation competitive advantage in the Nigerian banking industry. Descriptive research method was adopted for this study using two hundred and twenty three valid questionnaires which were completed by selected banks in Lagos State, South-West Nigeria using simple random sampling technique. The data collected were carefully analyzed using descriptive statistics to represent the raw data in a meaningful manner. The results show that strong relationship exists between training and development, employees' performance and competitive advantage.

Neelam Tahir, Israr Khan Yousafzai, Dr. Shahid Jan and Muhammad Hashim (2014)^[9] investigate whether training and development has impact on employees' performance and productivity. This paper is quantitative in nature. Data for the paper have been collected through primary source that are from questionnaires surveys. The data have been checked through statistical software to find the impact of training and development on employees' performance and productivity. There were two variable Training and Development (Independent) and Employees' performance and productivity (Dependant).

6. Impact of training and development on organisational productivity

Employee development is, in addition to training as reviewed above, the major factor in the creation of employee human capital, which determines the long-term productivity of an employee's behaviour (Nel *et al.*, 2004:145). While training is concerned with the employee's current job, development prepares the employee for future job requirements. Effective development programmes allow management to maintain a workforce that can adequately replace employees who may

⁴ Role of Training & Development in an Organizational Development by Vinesh; International Journal of Management and International Business Studies. ISSN 2277-3177 Volume 4, Number 2 (2014), pp. 213-220

⁵ The Impact Of Training And Development On Employee Performance: A Case Study Of Escon Consulting Franklin Dang Kum, Richard Cowden and Anis Mahomed Karodia; Singaporean Journal Of Business Economics, And Management Studies Vol.3, No.3, 2014

⁶Global Journal of Management and Business Research, Impact of Training and Development on Organizational Performance

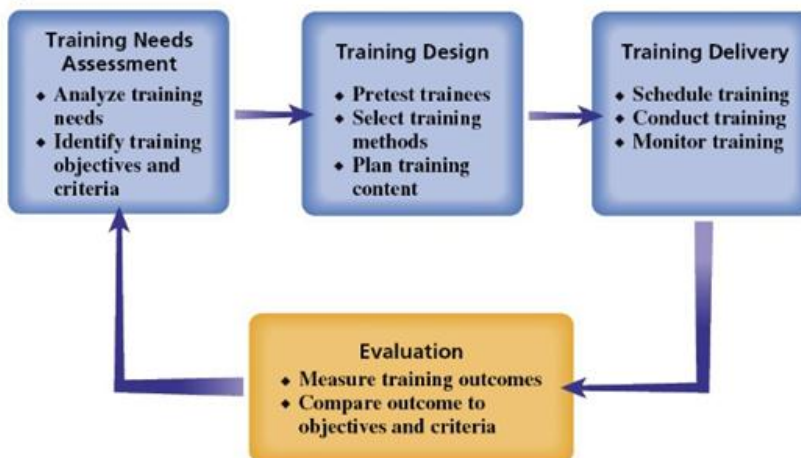
⁷ Studies in Higher Education Volume 27, No. 2, 2002 Research Training and Supervision Development

⁸ Bulletin of the Transilvania University of Brasov, Effectiveness Of Training And Development On Employees' Performance And Organisation Competitiveness In The Nigerian Banking Industry

⁹ International Journal of Academic Research in Business and Social Sciences, The Impact of Training and Development on Employees Performance and Productivity A case study of United Bank Limited Peshawar City, KPK, Pakistan

leave the company or who are moved to other areas. It also allows for employees to cope with newly developed

technology, and ensures that adequate human resources are available for expansion into new areas.



Source: Human Resource Management 11e by Robert L.Mathis and John H.Jackson

Fig 1: Systematic Training Process

Nel *et al.* (2004:142) outlines the following effects of training and development on organisational productivity:-

- Increased success of quality projects
- Reduction of project failures and defects
- Reduction of staff turnover
- Minimal supervision needs
- The ability to progress
- Greater capabilities to carry out more projects
- Changes in employee behaviour

Exhibit

Table 1: Modern Training Techniques

Modern Training Techniques Hallmarks	
1. Ice Breakers	Games to get team members know each other
2. Leadership Games	Exercise to teach different styles of leadership
3. Skill Games	Tests to develop analytical skills
4. Communication Games	Exercises to build bias-free listening and talking skills
5. Strategic Planners	Games to test the ability to plan ahead
6. Team Building Games	Exercises requiring collaborative efforts
7. Role Reversal Games	Brings out ideas that are not often expressed.
8. Doubling	Brings out ideas that are not often expressed
9. Tag Teams	One role played alternately by two participants
10. Mirroring	Training with an external perspective
11. Monodrama	Insight into a given situation
12. Shifting Physical Positions	Highlighting communication problems
13. Structured Role Playing	Role play with predetermined objectives
14. Multiple Role Playing	Providing a conman focus of discussion.
15. Built-in-tension	Teaching the importance of resolving matters.
16. Shadowing	Working under a senior to watch and learn.
17. Outward Bound Training	Adventure sports for teams.
18. 9+1+23	Self-assessment by a leader of leadership skills
19. Lateral Thinking	Thinking randomly to come up with new ideas
20. Morphological Analysis	Listing of alternative solutions to problems
21. Gordon Technique	Steering a discussion to crystallize solution
22. Attribute Listening	Isolation, selection and evaluation of a problem
23. Cross-cultural Training	Programs to teach specifics of varied cultures.

Source: Business Today, January 7-21; 96

7. Current global trends in training and development ^[10]

- **Strategic focus:** Organisations are aligning their practices towards the organization’s overall business strategy.
- **Employee Training & Development governance:** Organisations are focusing on the proper governance of the Employee Training & Development function, in line with corporate governance principles.
- **Proactive needs analysis:** Organisations are running training needs analyses proactively, with a direct link to business goals and future priorities.
- **Combined learning:** Organisations are using a blend of different methodologies to facilitate learning, with a particular emphasis on electronic learning.
- **Performance improvement:** Organisations are no longer doing training purely for the sake of training; but there is a shift towards delivering only training that improves the business.
- **Create Learning culture:** Organisations keep the perspective that training is a waste of time if there is no environment conducive to learning and growth
- **Outcomes-based learning:** There is a global shift towards outcomes-based learning, in which the focus is on clear outcomes and applied competencies rather than a great deal of interesting but inappropriate information.
- **Learner support:** Training departments are developing focused learner- support strategies to support learning and remove obstacles to learning and growth.
- **Mentoring and coaching:** Training alone is not enough; supportive mentors and coaches are needed in the workplace to accelerate learning and growth.
- **Training measurement:** Companies are measuring the impact of training based on clear tangibles in terms of the financial value of training.
- **Talent management:** Employee Training & Development is being integrated into talent management strategies, in which talented employees are given opportunities to develop their talents further so that their potential can be optimized in the workplace.

Case study-1 training and development at Tata group

Grooming the managers of today into the leaders of tomorrow-that’s the board objective of the Tata group’s leadership development programs and training processes. The Tata group’s commitment to enhance the knowledge and leadership quotient of its people has resulted in the establishment of various Development and Training Programs such as TAS and TMTC.

Tata Management Training Centre

Set up by JRD Tata in 1959 with the mission of creating and grooming leaders for the future. It aims to provide training to high performers within the group and act as a catalyst of change for Tata executives. Offering around 250 programmes a year, conducted by in house senior faculty from academics and business, supported by experts from the best of Indian and

international B schools. It uses over 120 external faculty, from the world’s premier institutions and universities, including IIMs, Harvard, Michigan, Wharton, Kellogg, NUS and Centre for Creative Leadership. TMTC started its e-learning programs in 2009. Every year, more than 4000 Tata Managers and Leaders go through the training programs.

Table 2

Major practice areas include	Leadership development programmes	E-learning programmes
1. Finance, Ethics 2. Leadership and Organization 3. Markets and Customers 4. Strategy and Innovation	1. Tata Group Strategic Leadership seminar 2. Tata Group Executive Leadership seminar 3. Tata Group e-Merging Leaders seminar	1. Live e-classroom 2. Live video broadcast and 3. Self-paced e-learning programmes

A Unique self-paced program is conducted named TATA - Harvard Manage Mentor self-paced e-learning program by Harvard Manage Mentor, in association with Harvard Business School Publishing, providing 44 different programmes for Tata employees.

TAS (Tata Administrative Services)

This managerial development program was conceived by JRD Tata, the late chairman of the Tata group, in the 1950s. The idea was to select and groom young managers, provide them opportunities for professional growth, and make them part of a talent pool that could be tapped by companies across the Tata organization.

TAS, essentially a training program, is perhaps the only employment brand in Indian business that consciously recruits for lifelong mobility across companies, industries and functions, in order to impart that macro view of business which is critical in preparing young professionals for general management.

- To grow and renew the Tata talent pool continuously, TAS recruits young postgraduates from leading business schools each year and puts them through an intensive 12-month program.
- The TAS manager has India’s largest business house, with the widest range of industries and functions around which to plan and build a lifetime career of professional and personal growth.

Tata Values

1. The TAS recruitment process at campuses strives to associate the Tata brand with values such as integrity, excellence and nation building, while highlighting the groups entrepreneurial spirit
2. TAS has been recast in recent years, with an increased focus on facilitating mobility across group companies. Over the past three years, concentrated communication, consistent engagement and competitive compensation packages have helped TAS regain and strengthen its position as an attractive employment destination for top talent.

¹⁰ Emerging Trends in Training and Development by R. Suhasini *, Dr. T. Suganthalakshmi; International Journal of Scientific and Research Publications, Volume 5, Issue 3, March 2015 1 ISSN 2250-3153 www.ijsrp.org

Training Module

- The training module consists of four cross-functional, cross-business and cross-located assignments. - These include three business shifts of 15 weeks duration in sales and marketing, manufacturing and operations, corporate strategy, finance and human resources.
- A seven-week rural assignment exposes the trainees to community work and rural India, helping instill in them a true picture of the life of ordinary Indians.
- Another facet of the module is the mentorship programme for TAS managers placed within group companies. This was initiated to create a platform for the personal and professional development of TAS managers post placement. Additionally, TAS managers are then taken through a development plan that lasts five years.
- The programs one-year training module, renamed group orientation and learning (GOAL), emphasizes on structured orientation through classroom inputs and field visits. It builds TAS trainees perspective on the seven core sectors of the Tata group, its current and future challenges, and its drive to become a truly global organization.

The second career internship program (SCIP)

The Second Career Internship Program (SCIP) is aimed at professional women who have taken a career break and are looking to return to the job market. This pioneering program was launched on International Women’s Day in March 2008. In 2012, the application process was taken online, making it more convenient and accessible. Using this facility, Tata companies can post projects throughout the year and aspirants can log onto www.tatasecondcareer.com to view, select and apply for live business projects online, just like any other job portal.

The criteria for women seeking to sign up for the program are:

- Professional qualification in management / accountancy / law / IT / design or engineering
- A minimum of four years of work experience;
- A career break of one year (minimum) to eight years (maximum) due to personal commitments. A dedicated SCIP team has been put in place to ensure a timely and transparent appointment process. SCIP projects are allotted based on the area of expertise of the applicant, following a rigorous selection process.

Human Resource Development Program (HRDP)

The Human Resource Development Program (HRDP) was initiated in 2006 in recognition of the corporate leadership and specialist roles that HR managers are required to fulfill. Each year HRDP recruits the best talent from premier Indian business schools and Tata companies, based on their performance, interest and capabilities, and trains them for a year with rotations through sub-functions such as recruitment and sourcing, performance management system, training and development, etc. The program ensures accelerated long-term growth through customized as well as certified training and development during this period.

HRDP Process....

- All HRDP managers are selected by senior HR and business executives in Tata companies after undergoing a

rigorous three- stage process of filtering, post which they are placed on a project-basis at Tata companies for three-month periods.

- Managers undergo three rotational shifts in core HR functions. They also undergo a community development period, where they work with the Tata trusts on assignments in the domain of corporate sustainability for eight weeks.
- Managers are then placed with a Tata company on a full-time basis after completion of the four rotational stints.

Case study-2 training and development at Accenture

- The Accenture Delivery Centre Network for BPO in India prides itself in providing a high- growth learning environment.
- Development opportunities begin with induction and pre-process training, which is conducted in-house for all new hires.
- However, learning is an ongoing process.
- Both on-the-job and through formal assignments conducted online or in the classroom
- Training will continue throughout
- The training curriculum for employees is typically divided into five different focus areas – role, functional, industry, the employee’s specific talent area and specialisation.
- The content and training material is designed by global expert
- Employees are given access to a number of different learning resources

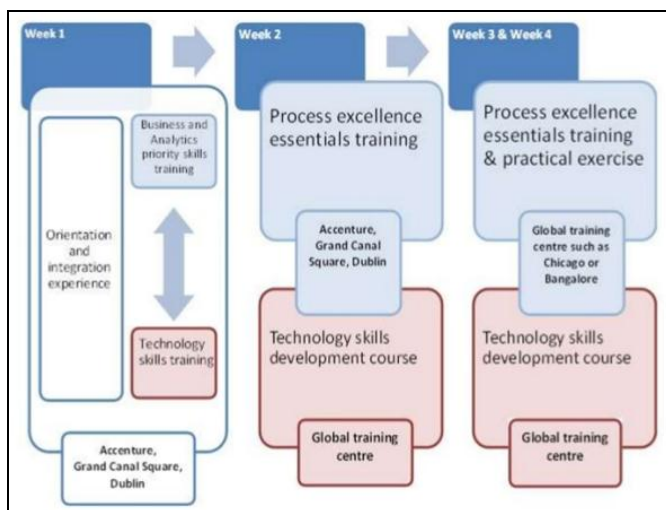


Fig 2

Accenture my Learning: An Internet- based training portal

- Electronic and traditional classroom learning, as well as products offered from outside vendors - onto one website.
- It is personalized
- Employees are able to learn at their own pace, acquire knowledge specific to a project or client

Training curriculum

- Core skills: Training applicable across the workforce
- Professional skills: Training to nurture professional skills
- Workgroup and role skills: Training to provide deep skills

in workgroup disciplines

- Job-readiness skills: Training to prepare for a specific assignment or task
- Community learning: Training that reinforces core content from our leadership model

8. Conclusion

Noted management author Peter Drucker said that the fastest growing industry would be training and development as a result of replacement of industrial workers with knowledge workers. The importance of Training in the modern highly competitive world needs no exaggeration. It is the layer training which is finding place in the organisations making the organisations to customise their approach to have positive impact on the profitability.

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