

Increasing Performance through Assessed Training (A Human Recourse Management Strategy)

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Abstract

This research finds out the way of increasing employee's performance through training. There are many organizations which give their workers training but do not get any enhancement in their performance. Performances of a worker are directly correlated with his/her capabilities and know how to do the job. This study develops a strategy for improving the capabilities of workers which leads to increase their performance. The research proposes that just after an organization want to increase the performance of its workers, it must find out the area where they have weaknesses. After finding out the weaknesses, organizations have to assess how that weakness should be made solved. In the third stage they have to give specific training their weaknesses. This will enhance the capabilities of workers and their performance will be increased.

Keywords: Weakness, Weakness needs Assessments, Training and Performance

1. Introduction

In this modern era every organization faces a bundle of challenges due to high market or institutional competition or due to latest trends in technology development and its use. Many organizations have many resources but could not utilize them according to the need of time. Many others have resources but do not modify them as per era requirement while many have no such recourses. One thing should be noted here that every other resources is directly associated with human resource. Therefore for the most effective and necessary elements for any organization is its workers. Through its employees, an organization uses other resources and so every process or operation depends upon human, without them no work is possible.

With each tick of a clock, technology and market requirement is changing. Technology of yesterday is a burden of tomorrow as it cannot fulfill the need of tomorrow. Also the use of modern technology is a challenge for conventional workers. Therefore organizations have to manage their workers in such a manner not only to solve the problems of today but also accept the challenges of tomorrow. This paper presents a literature review for human resource development strategy, which will help organizations to achieve their goals effectively and to increase their organizational performance.

2. Literature Review

2.1 Human Resource

Human capital is one of the most important parts of organizations. It is defined as a field which covers activities like career, organizational and research development. Human resource has its function every where in the organization but its main function is to promote learning among the employees of all levels and to convert it into the organizational business strategy (Slotte, Tynjala and Hytonen, 2004). Human Resource Management is an intellectual side which comprise the improvement and advancement of familiarity, information and skills of employees and enhances high performance (Garavan & Morley, 2006). Modern technology its own needs for employees, full competitive working environment which change the whole scenario for the planning of HRM regarding their skills, needs, knowledge and personality development and worthy maintenance (Werther &

Davis, 1982).

Human Resource Management Includes organizational planning, and team development (Duncan, 1996). This short definition covers all the basic requirement of HRM which includes from their hiring to firing. A well organized Human resource management consists of a well defined agenda, effective recruitment process and employees appraising procedure (Liu, Ruan & Xu, 2005).

There are three main perceptions about Human Resource Management.

1. The researchers from United Kingdom found from their researches that Human Resource management is defined as the supporting and providing the knowledge of employees, their teams and their organization (McGoldrick, Stewart & Watson, 2002). This view is all about the employees and their working environment development. This group of researchers focuses over the knowledge and skills.
2. The second idea comes from American researches and according to the research of Sally, they suggested that the aim of HRM is the enhancement of skills, human power and their performance, which is clearly performance oriented (Sally, 2004).
3. A third idea was developed since the past 90s which suggests that HRM is the strategic component of an organization and this group also developed different theories and methods for its strategic management. These ideas joined the training and advancement of employees with strategic side of HRM program and enlighten the most important area of strategically management of organizations (Baron, 2003; Wang & Yao, 2003).

The above literature shows that human or workers are one among the most valuable assets of any organization. Each and everything inside and outside an organization is directly or indirectly related with them. If they are enough good to do better job, their working organization will get a quick progress it its every objectives. On the other hand if human resource is weak, what will they give and do for their working organization. Therefore there is a continuous need to modify and improve their skills according to the goals and expectations of organizations. When there are some weaknesses in the skills of workers, their working organization needs to train them and overcome the required gap. Without a spontaneous improvement, human resource cannot be able to fulfill the required and expected desires of organizations.

2.2 Training Needs Assessment

Human resource is one of the main parts of an organization. And that is this capital which is used for all the obtaining benefits from an organization. Therefore, they need to be updated from new knowledge and skills regarding their work. For this purpose an assessment of training is used to find out the actual value of training in eliminating the problems, which is an ongoing process used by each organization for its objective accomplishment (Brown, 2002). Training charges a huge cost and organization has to pay it. Therefore organizations should elevate its cost and outcomes, and for this purpose they often conduct a survey. An analysis for training needs reveals its importance (McArdle, 1998).

It is defined as the practice of gathering information concerning an organizational problem that is considered to be removed through training of Human resource (Barbazette, 2006). This shows that when a problem arises, the management first tries to find out it and thinks how to face remove it.

The process of training needs assessment consist of 1) collecting information; 2) analyzing of information; 3) creating of training plan. It also decides training need, its identification and its scope and type (Sorenson, 2002). We can say that training needs assessment is an important process for the development of Human capital. Also each employee's and his/her job has different characteristics, which have a strong impact over his/her attitude and performance and each has different input from training. For this purpose organization's management analyzes their jobs and problems for which they offer training to their employees (Black and Lynch, 1996).

This clarifies our mind that if nobody knows the weakness how he will plan the solution. Therefore before arranging a training program for the employees, organizations have to find out the area where they should give training. This will not only enhance and improve the workers skills and abilities but will also lessen the training cost, and will maximize the chances of overcoming the weakness. So an assessment is necessary before a training program. Through assessment an organization will find out the problematic areas and will also find out how that they can be finished.

2.3 Training

Training is the developing process job related skills and knowledge in workers for the function of developing and improving their performance (Swanson, 1999). This shows that it is an important part of organizational life and seems to be very important for the survival of organizations. Research also showed that employer of upper rank have a strong impact over the knowledge and skills transaction to the employees of junior ranks (Jong Jan A de, Leenders Frieda & Thijssen, 1999).

As training is very important for organizations and workers, there are some researches which suggest

that training cost should be shared by the individual employee (Becker, 1962) and his/her organization while some other put all the training charges on trainee (Bishop, 1991). The training theory divided training into two main types and called one general and the other specific training (Chapman, 1993). There is a wide difference between the workers who used to get training and those who do not. And training needs some specific characteristics of employee's job (Black and Lynch, 1996).

According to a research study training maximizes performance of individual, which in turn maximizes performance of the organization (Devanna, Formbrun and Tichy, 1984). One other theoretical framework was developed with the theme that training policy plays a vital role in the development of organizational employees and adds to enhance strategic integration and performance (Guest, 1987). The most important and beneficial framework was presented In 1992, which divided the whole scenario into six main models, out of which three concerns training and performance (Wright and McMahan, 1992). For strategic Human Resource Management, there are two main responsibilities: the first one deals with the skills in individual needed to achieve the organizational goals and to implement its strategy and the second deals with those behaviors in individual which suits for achieving the organizational strategy (Wright and Snell, 1991). These two areas are called competence management and behavior management of Human Resource Management. This clarifies that training is very necessary for both areas, regarding their skills and their behaviors.

Training not only increases skills and capabilities of a worker but also has a great impact over the worker's behaviors. Beside their skills improvement, employees also think that their organization is expending on them. This initiates a love for work in the mind of workers which leads to an emotional attachment in some cases. Therefore this should be clear that beside human skills improvement, training also have a great deal with their attitude and behavior. So it can be concluded that training is necessary for workers where they have some weaknesses and where there is a need of further improvement. Whether a training session enhance a skill or not, it send a good message to the worker's mind, which is helpful in performance improvement.

2.4 Performance

Organizations do business for money. For the sake more money every organization tries to make it performance better. World is changing and so do the environment. Everyday sun rises with thousands of new ideas and news. Every day we watch hundreds of new machine and inventions. Therefore in order to get employees, the most suitable for work is to train them for better performance. For the mentioned sake usually firms invest in millions for their employees training with the core intentions of their performance in the changing work environment and modern needs.

There are evidence that investments in training enhances human behavior factors like their low turnover intentions, low stress which in turns enhances organizational and individual performance (Martocchio & Baldwin, 1997). Researches have witnessed that training is one of the basic needs and requisite of excellent performance (Kozlowski, Brown, Weissbein, Cannon-Bowers, & Salas, 2000).

One of the models of training and performance also states that training will increase the firms performances. Training should not be focused only to work but it will be on over all HR activities and must be in the vision and strategy of the organization (Wright and McMahan, 1992). Human resource is one of the precious resources of organization. Therefore organization should be in continuous effort to improve their employee's skills and efficiency. And training is the only way to obtain the goal (Barney, 1991).

Therefore it can be assumed that one of the important factors which have strong impact on the performance of individual is training. Training after a proper assessment of a problematic area not only increases the chances of success but also decrease the probability of failure. A training session must be in such a way, which not only increases the skills of a worker but to overcome the required deficiency and weakness. It is true that training has a positive impact over the performance in one way or another way but if it fails to solve the required problem then it is considered to be failed. Therefore giving training to workers, organizations have to focus over the problematic areas to the best possible level. First the weakness should be treated then further skills enhancement etc.

2.5 Strategic Model

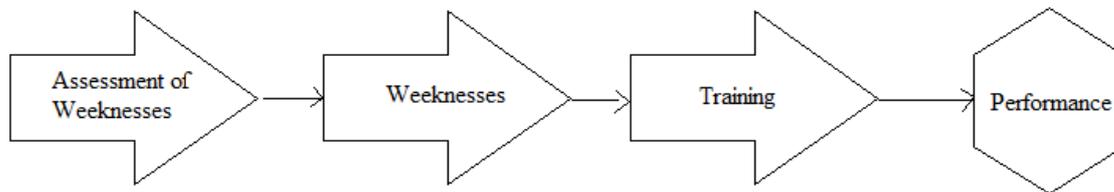


Fig.1 Increasing Performance through Specific Training (A Human Resource Management Strategy)

3. Discussion

Human resource is one of the main important parts of any organization. It plays a vital role in the development of the organization and achieving its strategically desired goals. As much as it has its importance, there is a lot of difficulties in understanding all about human resource of an organization. The main reasons are each employee has different attitude, different behavior, different way and limit of understanding and have different reason to be in the organization. Yet there is a lot of research done over the Human resource but still each of the above issue is still debatable at each level.

In order to manage Human resource in such a way to achieve the organizational strategic goals, this research was done to add some new ideas to the topic. After literature survey, a research model was drawn to present the idea in a graphical and easy way. Firstly, it is suggested here that the organizations should find out the areas of weaknesses which is and could be a hurdle in achieving its strategically identified goals in its Human resource. These weaknesses may not be related to the skills and knowledge of the employees but may be strongly related to their attitude, personality and behavior. For this purpose the organizations should train the employees for the development of a specific attitude, behavior etc not for their skills. Secondly, the management of organization should analyze its strategy and the skills of their employees, and then bless them with a job skill related training which should increase the strategic performance of the employees. There is a lot of advantages of this method, among which, it will minimize the training cost, maximize the output of training and cure the weaknesses of the employees skills are few.

It is believed that this research may be a very important one for the managers of every type organization who wants to manage its human resource strategically. The research model is very simple and the management at each level can use it in a much easier way. It proposes the management for finding the weaknesses of their employees, make a valuable assessment and then train their employees such that it will remove the weaknesses and enhance strategically fit performance of Human resource.

4. Conclusion

It is concluded that as Human Resource is a major part of any organization, so in order to keep updated skilled employee in organization, it is necessary to find out the area of weaknesses first. The researcher also concluded that for removing the weaknesses of employees, the employees should be given proper up to date training. This will help employee in understanding the new technologies and needs of every coming day and will enhance their performance. The model presented here is applicable to all type of employees of both public and private sector.

Modern developments and wants of customers create a lot of problems and weaknesses in the performance of human resource. As most of the employees in organization are less educated and low skilled, and there is a need for organization to make them skilled and more productive, the researchers' claims that the presented model will be the excellent one in solving the above discussed problems.

5. Recommendations

The following recommendations have been made after the above review.

1. For improving performance, an organization should first find out the issues due to which performance is negatively affected.
2. When there is a problem, the workers dealing with that problematic area should be taken on board for taking a corrective action for its solving. Without the concern of workers recommendation no step should be made.
3. Suggestions should be taken from workers regarding the use of modern technology and market demands fulfillment.
4. Employees should be given training where there is a fear of failure or inefficiency in their work.

5. When there is a need to use modern or latest technology, workers should be get trained first.

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