

# Training and Performance Solutions

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**Abstract:** Training and performance solutions play a very important role in private as well as public sectors. In today's competitive scenario, there is a need of quality training and performance solutions programs for enhancing the (KSAs) knowledge, skills and abilities of employees. In this study we have discussed the role of traditional and modern methods of training and development in improving the performance of employees. This study training and performance solutions places extreme emphasis on the need of competency based learning interventions and identification of skills-attitudinal behavioral gaps with the help of TNA (training need assessment). The main aim of this study is how to mould the KSAs of employees in favor of organization in achieving the goals of an organization and individual employees. This study also emphasis on how it is beneficial for the growth of organization and upliftment of the morale of the employees. Quality training and performance solutions programs help in improving the performance of the employees, increasing productivity and profitability of the organization. The main purpose of the study is to make every organization to realize the importance of training and performance solutions programs in order to survive in the cut-throat competitive environment.

**Keywords:** Training and Performance solutions, Training Benefits, Competency based Learning Interventions, KSAs

## I. INTRODUCTION

Training and performance solutions talks about how to change the knowledge, skills and abilities of employees for achieving goals and objectives of the organization and individual employees by quality training and development programs. As we all are aware of the facts that the population is increasing so their needs, wants, desire and expectations are increasing, competition is increasing, technology is changing, methods of producing goods and services are changing, business is getting diversify, market is increasing, competitors are increasing so it is becoming very difficult for every organization to survive in this competitive scenario. In order to get maximum profit through customer satisfaction it is required to provide quality training programs to their employees. Quality training programs contribute to the enhancement of knowledge, skills and abilities of employees and achieve effective employee performance which is beneficial for organization as well as society in general. Thus, in this review we first describe what is training and performance solutions, purpose of training, literature review then we discuss what are the different approaches of training, how

training needs can be accessed through (TNA) training needs assessment process, different methods of training, how training can be designed, delivered, and evaluated and brief description of e-learning and at last we discuss major findings, conclusion and recommendations.

According to Dale.S. Beach, "Training is the organized procedure by which people learn knowledge and for skill for a definite purpose". According to Planting, Cord and Efferson, "Training is the continuous, systematic development among all levels of employees of that knowledge and their skills and attitude which contribute to their welfare and that of the company." According to Edwin B.Flippo, "Training is the organized procedure by which learn knowledge and skill of an employee for doing a particular job."

## II. RESEARCH METHODOLOGY

Sample size: 100

Research Area: Lucknow

Type of research: Descriptive research

Type of data collection: Primary and secondary information.

### A. RESEARCH OBJECTIVE:

- Quality training and performance solutions programs help in improving the knowledge, skills and abilities (KSAs) of the employees.
- To make every organization to realize the importance of training and performance solutions programs in order to survive in the cut-throat competitive environment.

## II. TRAINING AND PERFORMANCE SOLUTIONS

"Training and performance solutions work with companies to identify and satisfy job performance needs and opportunities related to management and team development, communication and new hire orientation. A primary focus is to recommend solutions for emerging organizations and leaders."

### A. Purpose of Training:

Training is provided to the employees to meet the present and future requirements of the job and the organization. Training is provided to enhance the KSA (knowledge, skills and abilities) of employees they need

for an intelligent and effective performance of doing a job. Training prepare employees for difficult and higher level tasks. Training is responsible for effective performance of employees by exposing them to the modern techniques, information regarding competition, market etc. and improve their KSA they need in their particular fields.

Training ensures right quantity of right quality product at right time. Training promotes morale of employees, a sense of responsibility, cooperative attitudes and healthy relationships.

#### B. IMPORTANCE OF TRAINING AND DEVELOPMENT

1. Optimum Utilization of Human Resources
2. Development of Human Resources
3. Development of skills of employees
4. Productivity
5. Team spirit
6. Quality
7. Health and Safety
8. Morale
9. Reputation and goodwill
10. Profitability

#### III. LITERATURE REVIEW

According to Vivek Sharma and Jeet Dogra et.al, 2012, the present age is driven by digital technology and whole globe come under the influence of internet and World Wide Web. The internet equipped both the education seeker as well as education provider and laid them together under the virtual classroom is already popularized across the globe. Therefore in the modern ea, the role of online technology in providing the education is vital and with its flexible nature the online educational technology has gained popularity. The online education is now more accessible to the less privileged groups in comparison to the centralized classroom education system. Several management degrees and diplomas programs are offered online and even the response rate is also encouraging for the providers of them online degrees (<sup>1</sup>Henry Ongori, <sup>2</sup>Jennifer Chishamiso Nzonzo et.al) 2011 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. Although many scholars have conducted research on training and development practices in organizations in both developing and developed economies, it is worth mentioning that most of the research has concentrated on the benefits of training in general.

M.S. Pallavi P. Kulkarni et.al, in this competitive world, training plays an important role in the competent and challenging format of business. Training is the nerve that suffices the need of fluent and smooth functioning of work which helps in enhancing the quality of work life of employees and organizational development too. Development is a process that leads to qualitative as well as quantitative advancements in the organization, especially at the managerial level, it is less considers with physical skills and is more concern with knowledge,

values, attitudes and behavior in addition to specific skills. Hence, development can be said as a continuous process whereas training has specific areas and objectives. So, every organization needs study the role, importance and advantage of training and its positive impact on development for the growth of the organization.

#### IV. APPROACHS TO TRAINING

**Traditional approach:** Most of the organizations were holding the traditional view that managers are born and not made. There were also some views that training is a very costly affair and time consuming process. Organizations used to believe that it is an expense not an investment.

**Modern approach:** In the modern approach, organizations have realized the importance of corporate training and learning but according to the cut throat competition, e-learning has given more importance than Training because new set of knowledge, skills and abilities and competencies are developed through e-learning. It enables learner to learn anywhere, anytime and just in time. It is now considered as most important tool for retaining employees in the organization. The training system in Indian Industry has been changed to create a smarter workforce and achieve the best results.

#### V. TRAINING NEEDS ASSESSMENT (TNA)

“Training need assessment is a series of activities conducted to identify problems or other issues in the workplace and to determine whether training is an appropriate response.”

The following are the steps in TNA process:

Step1- Identity problem needs

Step2- Determine design of needs analysis

Step3- Collect data

Step4- Analyze data

Step5- Provide feedback

Step6- Develop action plan

Design of training program for employees: After finding the training needs of employees, there is a need of designing an effective training program for employees in order to improve their knowledge, skills, abilities, attitudes and performance to get the maximum rate of return through customer satisfaction.

**1. Identify goals:** The first step involves setting the objectives. In an industry, employees should be aware of their KRA's (key responsibilities areas).

**2. Acquire training resources:** After setting the objectives the next step is to acquire training resources keeping in view what kind of training is. This might include computer software, an online course, book etc.

**3. Create a schedule:** There should be the creation of a proper training schedule depending on the length, few days and several weeks are required to complete.

**4. Find a trainer:** There is a need of recruiting a qualified, knowledgeable, skilled and experienced trainer who provide guidance to employees and help in running the training program smoothly.

**5. Communicate effectively:** It is important to hold a meeting before starting the training program where trainer can provide a brief explanation on what the program will entail and what employees can expect.

**6. Encourage feedback:** After completing training program, it is necessary to meet with employees to obtain feedback. This is the time when employees can discuss the strengths and weaknesses of the program, what they learned, and their overall experience.

#### A. TRAINING DELIVERY METHODS

Training can be delivering through different methods of training. It depends upon the type of methods of training which are as follows:

##### A. On-the-job training Methods:

Under these methods new or inexperienced employees learn through observing peers or managers performing the job and trying to imitate their behavior. These methods do not cost much and are less disruptive as employees are always on the job, training is given on the same machines and experience would be on already approved standards, and above all the trainee is learning while earning. Some of the commonly used methods are:

1. Coaching
2. Mentoring
3. Job Rotation
4. Job Instructional Technique (JIT)
5. Apprenticeship
6. Understudy

##### B. Off-the-job Training Methods:

Off-the-job training methods: are conducted in separate from the job environment, study material is supplied, there is full concentration on learning rather than performing, and there is freedom of expression. Important methods include:

1. Lectures and Conferences
2. Vestibule Training
3. Simulation Exercises
  - (a) Management Games
  - (b) Case Study
  - (c) Role Playing

(d) In-basket training

4. Sensitivity Training

5. Transactional Analysis

#### C. Evaluation of Training Program:

There are three reasons for evaluating training programs. The most common reason is that evaluation can tell us how to improve future programs. The second reason is to determine whether a program should be continued or dropped. The third reason is to justify the existence of the training department (Corporate University) and its budget.

#### D. Techniques of training and development evaluation:

**Interviews:** Interviews are conducted before, during and after training program to get information from trainer and trainees about training program.

These are prepared to evaluate at several level. It can qualitative or quantitative and involves self-assessment or measurement of objectives.

**Time series analysis:** In this, a series of measurement are taken before, during and after training is completed. These measurements are then plotted on graph to check whether changes have occurred or remain as a result of the training effort.

**Cost benefit analysis:** It involves answer to questions regarding cost-benefit analysis in organization.

**Written Test:** Two types of tests are administered pre test before training and post test after training and the results are compared whether the changes have occurred or remain as a result of the training effort.

**Scalar Rating:** These are given against every question and trainees are required to check off the degree of satisfaction.

#### E: Modern techniques of training and performance solutions:

In a competitive scenario, it is recognized that training and performance solutions play a vital role in improving the knowledge, skills abilities, attitudes, perception, and behavior of employees. It also improves the quantity and quality of products and services of an organization. After acquiring the required KSAs employees become the primary source of information, ideas and innovations that will give the organization the competitive edge over its competitors. What makes a paradigm shift from investment in training to investment in human capital? There are number reasons which are responsible for this paradigm shift which are as follows:

**Global competition:** Due to cut-throat competition, customer is getting number of options to make purchasing decisions. In order to retain in the market, it is required to go for modern techniques of training and development

which help employees in dealing with customer, convincing them to purchase their products how to establish cordial relations with customers how to communicate about product feature and qualities to customers.

**Technology:** The increasing use of internet and web tools has changed ways the training program designed, delivered and distribution of knowledge. Technology makes the information and learning available to employees on a 24/7 basis.

**Cost-cutting and retrenchment:** There are ups and downs in business cycle which force the organization to cut-cost and retrench employees who do not have required knowledge, skills and abilities to meet the present as well as the future job expectations.

**E-learning:** Online training is defined as computer based training, online learning, eLearning, mLearning, distance learning, self-paced learning, asynchronous training, and the list goes on. E-learning enables learner to learn anywhere, any time and just in time. In the new paradigm of training and performance solutions, e-learning has given more importance than traditional training methods, as the new set of KSA and competencies are developed through e-learning.

VII. BENEFITS OF ONLINE TRAINING

**Cost effective:** E-learning helps in reducing the cost regarding the travel, venue hire and catering costs that are associated with classroom-based training sessions, while subsequently increasing employee productivity.

**Improved performance:** A 12-year meta-analysis of research by the U.S. Department of Education published in June 2009, found that higher education students in online learning generally performed better than those in face-to-face courses.

**Convenience and flexibility to learners:** E-learning is quite convenience and flexible to learners as the courses are available to learners for completion at a time that’s convenient for them, 24/7.

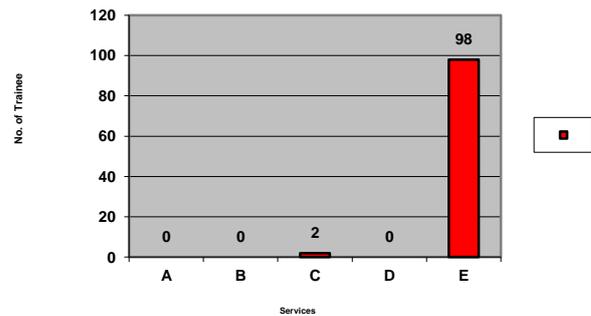
**Increased access:** E-learning opens up opportunities for employees as well as students who may not previously have been able to access these resources and instructors due to geographical, physical, political or economic constraints.

VIII. ANALYSIS AND FINDINGS

1. What services do training and performance solutions provide?

- a) Assessments- Human resources and training needs.
- b) Facilitation- Team building and meetings.
- c) Instruction- Instructional design, development, delivery and evaluation.
- d) Documentation, job aids, policies, procedures, job descriptions, information and orientation sessions.

e) All of the above



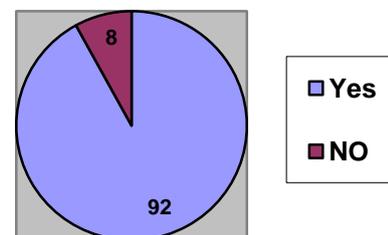
**INFERENCE:** In this, we found that 98% of the employees said that training and performance solutions provide the following services:

- a) Assessments- Human resources and training needs.
- b) Facilitation- Team building and meetings.
- c) Instruction- Instructional design, development, delivery and evaluation.
- d) Documentation, job aids, policies, procedures, job descriptions, information and orientation sessions.
- e) All of the above

But 2% of the employees said that training and performance solutions provide the service © only. That means: Instruction- Instructional design, development, delivery and evaluation.

2. Have you been trained to do the task?

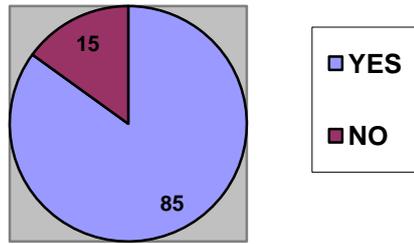
- a) Yes
- b) No



**INFERENCE:** In this we found that 92% of the employees said that they have been trained to do the task and 8% of the employees said that they have not been trained to do the task.

3. Are there written procedures available?

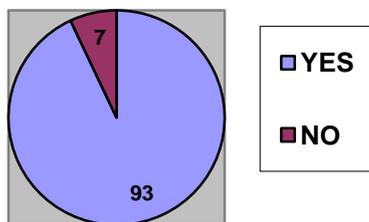
- a) Yes
- b) No



INFERENCE In this we found that 85% of the employees said that there are written procedures available and 15% of the employees said that there are no written procedures available.

4. Do you have the opportunity to practice the learning?

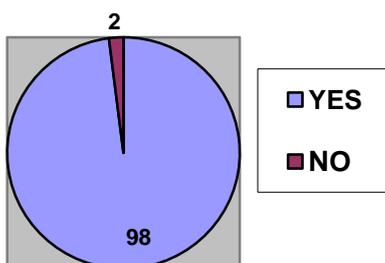
- a) Yes
- b) No



INFERENCE In this we found that 93% of the employees said that they have the opportunity to practice the learning and 7% of the employees said that they don't have the opportunity to practice the learning.

5 Did the trainer know how to teach?

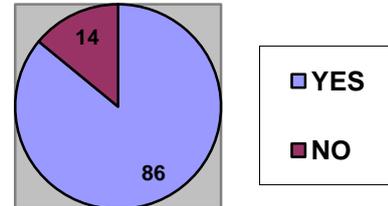
- a) Yes
- b) No



INFERENCE In this we found that 98% of the employees said that the trainer know how to teach and 2% of the employees said that the trainer don't know how to teach.

6. Were you enough time to learn practice?

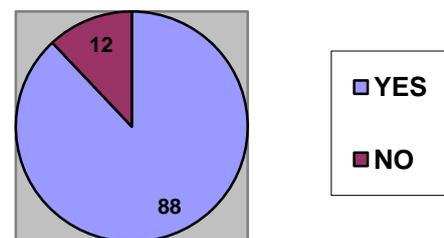
- a) Yes
- b) No



INFERENCE In this we found that 86% of the employees said that they have enough time to learn practice and 14% of the employees said that they don't have enough time to learn practice.

7. Do you all learn the same way of performing?

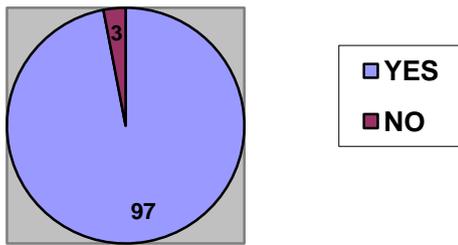
- a) Yes
- b) No



INFERENCE: In this we found that 88% of the employees said that they have learned they have same way of performing and 12% of the employees said that they have not learned the same way of performing.

8. Do you have the correct tools and equipment to do the task?

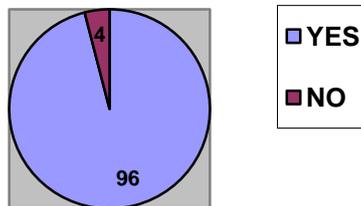
- a) Yes
- b) No



INFERENCE In this we found that 97% of the employees said that they have the correct tools and equipment to do the task and 3% of the employees said that they don't have the correct tools and equipment to do the task.

9. Is the job description accurate and up-to-date?

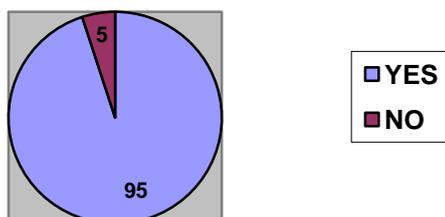
- a) Yes
- b) No



INFERENCE In this we found that 96% of the employees said that the job description is accurate and up-to-date and 4% of the employees said that the job description is not accurate and up-to-date.

10. Are there rewards for good performance?

- a) Yes
- b) No



INFERENCE: In this we found that 95% of the employees said that there are rewards for the good performance and 5% of the employees said that there are no rewards for the good performance.

Major Findings

- a) 98% of the employees said that training and performance solutions provide the following services:

Assessments- Human resources and training needs.

Facilitation- Team building and meetings.

Instruction- Instructional design, development, delivery and evaluation.

Documentation, job aids, policies, procedures, job descriptions, information and orientation sessions.

2% of the employees said that training and performance solutions provide the service Instructional design, development, delivery and evaluation.

- b) 92% of the employees said that they have been trained to do the task and 8% of the employees said that they have not been trained to do the task.
- c) 85% of the employees said that there are written procedures available and 15% of the employees said that there are no written procedures available.
- d) 93% of the employees said that they have the opportunity to practice the learning and 7% of the employees said that they don't have the opportunity to practice the learning.
- e) 98% of the employees said that the trainer know how to teach and 2% of the employees said that the trainer don't know how to teach.
- f) 86% of the employees said that they have enough time to learn practice and 14% of the employees said that they don't have enough time to learn practice.
- g) 88% of the employees said that they have learned they have same way of performing and 12% of the employees said that they have not learned the same way of performing.
- h) 97% of the employees said that they have the correct tools and equipment to do the task and 3% of the employees said that they don't have the correct tools and equipment to do the task.
- i) 96% of the employees said that the job description is accurate and up-to-date and 4% of the employees said that the job description is not accurate and up-to-date.
- j) 95% of the employees said that there are rewards for the good performance and 5% of the employees said that there are no rewards for the good performance.

## VIII. CONCLUSION

Training and performance solutions have a positive effect in improving the knowledge, skills and abilities of employees. It helps in developing the competency based learning interventions. According to analysis and interpretation I would like to conclude that employees should be aware of their key responsibilities areas (KRAs) and job description. Proper training program should be designed, intelligent, knowledgeable and skilled trainer should be hired for providing proper training to the employees. Organization should provide employees opportunity to practice the learning that they have learned during training program. And the last but not the least is to motivate the employees by providing them reward for good performance and required tools and equipments to perform their job easily. Through this study we have reviewed advantages of training and performance solutions. We have also discussed about traditional and modern approach in this study. As the competition is increasing, companies have realized the importance of training and development programs for employee's performance and organization. We have also discussed the reasons which are global competition, change in technology, cost-cutting and retrenchment responsible for adopting the modern techniques of training and performance solutions. As the level of competition is increasing, the techniques of providing training are also changing. Modern technique is concerned with e-learning which is a computer based information tool. Learner can learn from e-learning anywhere, anytime and just-in-time. At last I would like to conclude that e-learning is faster, cheaper and potentially better. If new paradigm of training is improving the KSAs and competencies of employees then it increases the overall organizational performance which in turn helps in increasing the productivity and profitability of an organization.

## IX. RECOMMENDATIONS

### A. Recommendations For Trainer

1. Identification at the start of the program of the knowledge and skills level of the trainees/ learners.
2. Provision of training and learning resources to enable the learners to learn within the objectives of the program and the learners own objectives.
3. Monitoring the learning as the program progresses.
4. At the end of the program, assessment of and receipt of reports from the learners of the learning levels achieved.
5. Ensuring the production by the learners of an action plan to reinforce, practice and implement learning.

### B. Recommendations For Trainee

1. Involvement in the planning and design of the training program where possible.
2. Involvement in the planning and design of the evaluation process where possible.

3. Getting training through e-learning, trainee must have a computer system and comfortable in using the computer system because if they lack computer knowledge, it can demotivate them.
4. Trainee should ensure the proper internet connection because it can disturb the e-learning.
5. Trainee should take interest and actively participate in the online training.

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