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Research Paper HUMAN RESOURCE MANAGEMENT

A Study on Readiness to Training and its Impact on Organizational Excellence

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ABSTRACT

In recent years, many concepts for change but also for organisational excellence have put greater emphasis on employees. This referred on the one hand to the need for an increased participation in the process for change and, on the other, to a more intensive discussion on which method of work organisation might be the most productive. Focusing on single aspect, such as process design and evaluating these concepts solely by short term cost factors, resulted in many cases in only limited successes. Therefore, more holistic concepts are needed to realise a sustainable success. Among others, demand for the development of organisational culture are crucial. Some research results about the relationship between human resource management and organisational excellence are described and discussed in a broader context. Then, the demands for a broader approach of change management and especially employee involvement are shown. Afterwards, the role of human resources in excellence assessment models will are outlined to discuss the further development of such models for a better integration of human resources aspects in general.

This paper highlights Meaning of Training, Development and Education, Organisation and Organisational Excellence, Readiness to Training, Employee readiness characteristics, Need and Importance of Training, Impact of Readiness to Training on Organisational Excellence with Conclusion.

KEYWORDS : Training, organizational impact, readiness to training, organizational excellence.

INTRODUCTION

Every organisation needs the services of trained persons for performing the activities in a systematic way. The fast changing technological development makes the knowledge of employees obsolete. They require constant training to cope with the needs of jobs. After selecting the employees, the next task of management is to give them proper training. Some employees may have some previous knowledge of jobs while others may entirely be new. Both types of workers will need some kind of training to acquaint themselves with the jobs though it is more necessary for the later category of employees. Large organisation may employ a large number of persons every year. It may not be possible to recruit already trained persons. Such enterprises require separate training departments to prepare workers for undertaking the jobs. Every concern has to arrange some kind of training for preparing workers for jobs and also keeping them acquainted with latest technological advancements.

Human resource- it can be described as " The people who craft up an organization with the right workforce", although it is also involved in labour finances too, for an instance, industry sectors or the entire nation. In other words human resources are the core operation within any organization loaded with the entire responsibility for executing the work flow and the procedures involved to the management.

Human resource management will not only halt with managing and executing the workforce of an organization. It has to maintain the quality of the production and also the quantity with the following areas:

- Getting the people who can make an organization.
- Making the workforce to acquire the enough capabilities to make a successful organization.
- Motivating the people to contribute their prolonged resources to run the organization successfully.

MEANINGS OF READINESS

Readiness implies a degree of concentration and eagerness. Individuals learn best when they are physically, mentally and emotionally, ready to learn, and do not learn well if they see no reason for learning.

If employees have a strong purpose, a clear objective and a definite reason for learning something they make more progress than if they lack motivation.

Since learning is an active process, workers must have adequate rest, health, and physical ability. Basic needs of employees must be satisfied before they are ready or capable of learning.

Workers who are exhausted or in ill health cannot learn much. If they are distracted by outside responsibilities, interests, or worries have over crowded schedules, or other little interest in clearing.

MEANING OF TRAINING, DEVELOPMENT AND EDUCATION

There are three terms used in the context of learning: training, development and education. Some people use training and development as synonymous words but they are different in their application. Training is an organised procedure for increasing the knowledge and skill of people for a specific purpose. The trainees acquire new skill, technical knowledge, problem solving ability, like this same. It improves the performance of employees on present jobs and prepares them for taking up new assignments in future. Development, on the otherhand is a long-term educational process utilising a systematic and organised procedure by which managerial personnel learn conceptual and theoretical knowledge for general purpose. An organisation works for the development of its executives or potential executives in order to enable them to be more effective in performing various functions. So, the word 'development' is used in the context of managerial development. Education is concerned with the study of a particular syllabus and it is generally acquired in some institutions before joining a service. Education is used in a broader sense involving the development of an individual socially, intellectually and physically.

Training and development differ on two counts: contents and level of employees for which these are directed. In training, employees are prepared for improved performance on a particular job. Training is generally given to semi-skilled or skilled persons working at operative levels like mechanics, operators like this same. These persons learn their jobs in a better way and take them up more effectively. When the need for supervisors increased, the emphasis was again on mechanical aspects. Managerial problems became complex and there was a need to deal with human relations aspects also. Management groups also experienced similar problems. In order to face new challenges, management groups also require change in attitudes.

Training programmes required for managerial personnel are different. A manager is required to deal with a variety of issues in differ-

ent jobs. The old concept of training does not suit managerial personnel. Besides there present jobs, they require skill and competence for future managerial jobs. The word 'training' is used to develop workers while 'development' is used for the improvement of managerial personnel.

MEANING OF ORGANISATION

The term organization may be defined as "Two or more individuals who are interacting with each other within a deliberately structured set up and working in an interdependent way to achieve some common objectives". The term Training is organised procedure for increasing the knowledge and skill of people for a specific purpose.

MEANING OF ORGANIZATIONAL EXCELLENCE

Organizational excellence provides a balanced approach to running an organization in order to meet and exceed stakeholder expectations. It provides the foundation for a never ending cycle of continuous improvement- a process by which people start where they are and work to improve their organization gradually over a period of time.

An organization pursuing excellence focuses on:

- Identifying and satisfying its customer's needs.
- Developing and tapping the full potential of its people, and
- Improving its key processes.

The principles that drive excellence are universal, regardless of the kind of organization it is. There is substantial evidence to suggest that an approach focusing on excellence can improve the ability of a company to survive and prosper in the face of competition. Over time, it can lead to substantial improvement in the quality of products and services, productivity, the use of assets, customer retention, market share and employee morale and involvement.

READINESS FOR TRAINING

Effective training requires not only a program that addresses real needs, but also a condition of employee readiness.

Readiness for training is a combination of employee characteristics and positive work environment that permit training. The necessary employee characteristics include ability to learn the subject matter, favorable attitudes toward the training, and motivation to learn.

EMPLOYEE READINESS CHARACTERISTICS

To be ready to learn, employees need basic learning skills, especially cognitive ability, which includes being able to use written and spoken language, solve-match problems, and use logic to solve problems.

However, recent forecasts of the skill levels of the U.S workforce indicate that many companies will have to work with employees who lack basic skills.

For example, they may have to provide literacy training or access to classes teaching basic skills before some employees can participate in job related training.

Employees learn more from training programs when they are highly motivated to learn- that is when they really want to learn the content of the training program.

For example, they can provide feedback that encourages employees, establish rewards for learning, and communicate with employees about the organization's career paths and future needs.

IMPACT OF READINESS TO TRAINING ON ORGANIZATIONAL EXCELLENCE

Training of employees is essential because work-force is an invaluable asset to an organisation. Readiness to Training is necessary for the following reasons:

1. Increased Productivity. Training improves the performance of employees. Increased skill and efficiency results in better quantity and quality of production. A trained worker will handle machines carefully and will use the materials in an economical way.

2. Higher Employee Morale. A trained worker derives happiness and job satisfaction from his work. He feels happy when his performance is upto the mark. This also gives him job security and ego satisfaction. The employees will properly look after a worker who performs well. All these factors will improve employee's morale.

3. Less Supervision. The degree of supervision required for a trained worker will be less. He will not be dependent upon the supervisor for minute details and may carry on his work himself. On the other hand, an untrained worker will need constant watch and he will require the guidance of the supervisor very often. A trained worker will be most disciplined and independent. He will not like any type of interference in his work and may not give any opportunity to the supervisor for complaint. Such workers can take more interest in their work and may contribute significantly in reducing managerial problems of supervision.

4. Less Wastages. Untrained workers may waste more materials, damage machines and equipment and may cause accidents. Accidents, generally occur due to deficiency in the operator and not in the machine. A trained worker will know the art of operating the machine properly. He will also use the material and other equipment in a systematic way causing less wastages. The control of various wastes will substantially reduce the manufacturing cost. The amount spent on training the workers will prove an asset to the organisation.

5. Easy Adaptability. The technological advancements will require new approach to work. The methods of work are constantly undergoing a change. This will necessitate the adaptability of workers to changing work environment. A trained worker can be more adaptable to change than an untrained one. The former can easily learn new work techniques with a little bit of guidance. There may not be any need to employ new workers for running new machines. The present workers will learn new techniques with some sort of orientation. The trained persons will adopt to new situation more easily because they have basic technical knowledge.

6. Reduced Turnover and Absenteeism. Labour trunover and absenteeism are mainly due to job dissatisfaction. When a worker is properly trained he will take keen interest in his job and can derive satisfaction from it. A satisfied person may not like to leave his job and try at a new place. Training helps in reducing labour absenteeism by increasing job satisfaction among them.

7. Employee Development. Training also helps in the development of employees. It first helps in locating talent in them and then developing it to the maximum. The adaptability of a worker will help him in working on new and improved jobs. If a worker learns fast then he will be able to develop his talent and improve his performance. Training gives him an opportunity to show his work also.

IMPROVING EFFECTIVENESS OF TRAINING

The following steps will help in improving training of employees:

1. Training Objectives. There should be specific training objectives. This will help in deciding about the type of training required. The performance standard of employees should be decided and training should be directed to achieve them. An aimless training programme will not be of much use. When there is an aim to be achieved in employee training, then all efforts should be directed to achieve it.

2. Motivation to Trainees. The importance of training should be properly explained to employees. Training helps employees in increasing their performance. This will bring them more financial benefits and create greater avenues for promotion. When employees realise the need of training for their own benefit and future development then they will take keen interest in it. Employees should be motivated to participate whole heartedly in training programmes.

3. Use of Previous Training. The previous experience of education acquired by the employees should also be made use of while planning their training. The previous background should be used as a foundation for new development. If the new training is entirely different than what the employee had learnt, he will find difficulty in following it. So training should be related to the previous background of trainees.

4. Suitable Organisational Conditions. The conditions prevailing in the organisation should be conducive to the training programmes. The conditions should rather encourage employees to learn more and more. The persons learning better techniques of doing the things should be suitably rewarded. This will not only encourage those employees but will motivate others to improve their performance. Training should be imparted with the full support of top management otherwise it will not succeed.

5. Involvement of Trainees. To make training an effective tool of learning, trainees should also be involved in these programmes. They should be provided with opportunity to practice the newly needed behaviour norms.

6. Feedback. The trainees should be provided with feedback about their performance. If their performance is not upto the expected levels then he should be told to improve his work. They themselves may not be able to judge whether training has improved their world or not. When they get regular and constructive feedback, it will help them in improving their work.

CONCLUSION

Moving an organization towards excellence improves tremendously its competitiveness in an everychanging market place. It requires discipline and commitment. It involves the management of innovation and change and a systematic approach to assess and design excellence into an enterprise. This presupposes a clear understanding of an organisation's concept of excellence and its acceptance as a basis for integrating and synergizing essential process into an overall scheme of things that balances on the one hand, the nexus among the key variable of needs, results, work and competences. It helps to create an organization that through enterprise planning, position planning and conflictig social, organization and personnel demands in such a way that facilitates sustainable adaptation, growth and success.

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