

# ITE 3652 Organizational Behavior

---

## Lesson 10 – Employee Training

### 1.0 Introduction

Employee training is an integral part of every organization. Training enhances the capabilities of an employee to perform his or her current job. Training is a program that helps employees learn specific knowledge or skills to improve performance in their current roles. According to the Business Direct (2016), employee training refers as Encouraging employees to acquire new or advanced skills, knowledge, and view points, by providing learning and training facilities, and avenues where such new ideas can be applied.

At past, employee training and development have emerged as a crucial element of strategy. More company owners have realized that investing in employee training and development not only serves as a motivation, but it also enables the organization to create a highly skilled workforce.

Why people should train? This question has many different answers. Some answers can be;

- People learn best by doing
- Quick and positive response
- Let them select their own learning pace
- Have a good training schedule
- Appreciate the good work at the training place
- Guiding them by expertise

### 2.0 Training Vs. Development

Though the terms training and development goes together, both have two different meanings. Training focuses on specific job knowledge and skills that is to be applied in the short run. Where the development focuses on broad knowledge and insights that many be required for adaptation to the environment demands in the future. The differences are related to the scope of their applications. Essentially, a training program comes with very precise and measurable goals such as learning how to perform a particular procedure with

accuracy or how to operate a piece of machinery. Therefore, training has a special focus of developing the skills and knowledge required for a specific job task.

### **3.0 Benefits of Employee Training**

Respond to technology changes – Every Organisation should be ready for different changes in technology. These changes may apply in daily basis activities where the employee training is required.

Addressing weaknesses - A training program presents an opportunity to instill the needed skills in the employees. Similarly, a development program helps to expand the knowledge base of all employees.

Improved performance of employees and support career development - An employee who receives training from time to time is in a better position to improve his work productivity. A training program also helps in building an employee's confidence since he will gain a better understanding of the industry and the responsibilities of his role.

Boosts company profile and reputation - Conducting frequent training and development programs is one way of developing the organization's employer brand, thus making it a prime consideration for the top employees working for competitor firms, as well as graduates. A company that trains its employees will be more attractive to potential new employees, particularly those looking to advance their skills.

Innovation, Respond to organizational restructuring - When employees receive consistent training and up-skilling, it fosters their creativity. The training programs help employees to be more independent and creative when they encounter challenges in their work.

### **4.0 Why Training is neglected?**

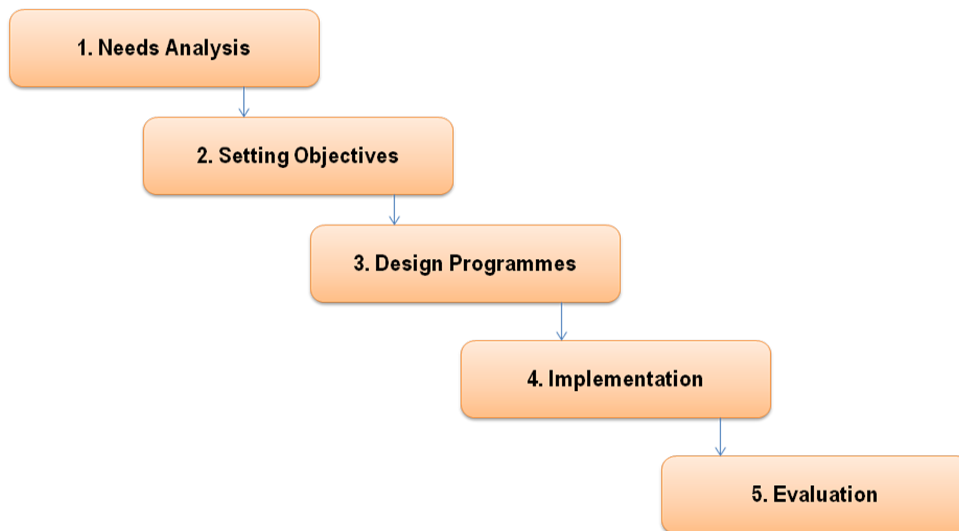
Even though there are many advantages of conducting training programmes in organizations, many managers and employers neglect to conduct employee training. This is many due to numerous reasons such as

- Urgency of needs (routine work)
- Training Time

- High Cost
- Employee turn over
- Short Term Workers
- Diversity of Workers
- Nature of the jobs
- Not knowing what exactly need for the employees

## 5.0 Steps in Employee Training Programme

There are many important steps in training process. This process sometimes differs from place to another place. Figure 1 shows the steps in a training process



**Figure1 : Steps in Training Process**

### 5.1 Identifying the training needs-

The training needs of each employee should be identified. Programmes should be developed that are best suited to their needs. Training needs depends on the nature of employees. This will different from the existing employees to the new employees. Some training is compulsory for some employees. This applies too when the new technology arrivals and also the changes in the departments, divisions, processors, clients and individuals.

Analyzing of needs can be done in two different ways. Those are task analysis and performance analysis. Task analysis is a detailed study of the job to determine the new employees' training needs. This can be conducted particularly with lower level workers. This can be performed with the help of job role identification. Job descriptions and job specifications are helpful to determine the needed duties and skills. Performance Analysis applies for current employees. Here it identifies the deficiencies of performance and makes them corrected.

Methods of collecting needs is important to be discussed. There are multiple places which can collect training needs.

- Supervisor and peer reviews
- Self Performance review
- Job related performance data
  - Absenteeism and tardiness
  - Accidents and Waste
  - Customer complains
  - Repairs and equipment utilization
- Observation by specialist
- Interviews with supervisors
- Tests of job knowledge
- Individual daily diary
- Employee attendance

## **5.2 Setting of Objectives**

Training or learning objectives are the intended measurable outcome that your learners will achieve once they've finished a course. They should detail the information that will be acquired and what learners will be able to accomplish through learning this information. The objectives of training should be

- Desired end result
- Clear for the parties
- Concise
- Achievable goals

### 5.3 Designing the training Programme

There are multiple training methods available. Each training method should use by checking the training objectives defined. These training methods must be applied to the trainer as by the requirement of the employee and the organization. Some of the training methods are as follows;

***On-the-job Training*** - On-the-job training, also known as OJT, is a hands-on method of teaching the skills, knowledge, and competencies needed for employees to perform a specific job within the workplace. Employees learn in an environment where they will need to practice the knowledge and skills obtained during their training. There are two types of OJT such as job rotation and coaching. The most familiar type of on-the-job training is coaching or understudy method. Most of lower level trainees are acquire the skill. Job Rotation technique is applicable to train the top management level. Here the employee moves from job to job at planned intervals.

***Instructor-led classroom training:*** This method mimics other educational environments like a college course. A subject matter expert or training manager prepares a classroom experience – usually a lecture-style presentation with a PowerPoint as a visual accompaniment – and presents in front of a group of trainees. This method has been around for a long time, and for good reason.

***Computer Based or E-learning methods:*** Computer-based training (CBT) encompasses any type of training that takes place on a computer, while e-learning training is specifically training that's hosted online via a website or web app.

***Video Training*** - Over the past few years, video has emerged as a game-changing media both for external use. There are lots of different approaches you can take when it comes to video training. The most common styles include animations, live actions, screen recorded.

### 5.4 Implementation of the Training Programme

Important aspects in considering the implementation of training programme are preparation of the trainer and the trainee. Here the trainer must consider the level of knowledge of trainees, time management, interactions, keep the motivation of the trainee and the final

outcomes of the programme. At the same time trainee must also should be prepared for the training by allocating time and effort on learning. Also the learner must engage actively in learning. The trainee should perform the job systematically and explain the complete job he is performing.

### **5.5 Follow up and feedback-**

The trainee should be given feedback on how well he performed the job. He should be asked to give a feedback on the effectiveness of training programme. This is necessary to be done since it helps to match with the outcomes of the training programme.

### **6.0 Benefits of Better Training**

As discussed earlier there are many interesting and important benefits of better training. Some of them are

- Standardized Performances
- Less absenteeism
- Less Turn Over
- Reduces Tension
- Consistency Maintained
- Lower costs
- Customer Satisfaction
- Better Service

### **7.0 Lesson Overview**

Employee training has identified as a key element of a success of an organization. Each employee needs some amount of training to perform day to day activities. These capabilities can be gain though effective training programmes. Employee training can be done in many ways. This lesson has explained the five step model of employee training which comprising of different steps. The first step is to identify the training needs and then the programme objectives should be defined. Also the training methods are to be identified. There are many different training methods available. Finally the training must be evaluated as per the defined training objectives.