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**Diploma in Grants Management 2019 intake**

**Module 3 assignments**

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**QUESTIONS**

*1. Distinguish between training and development. Discuss how training is important for maintaining employee motivation and improving organization efficiency. Critically evaluate the significance of training employee in present day environment*.

Training is a learning process that organizations always organize to develop knowledge and skills of its employee and are mainly tied to the job descriptions of the employees to improve their capacity. For example, an accountant may be trained by the organization on related accounting procedures or procurement procedures. A Child Protection Officer may be trained on Child protection concepts and prevention of sexual violence on children. Training maybe short term in nature say 1 day to 3 months training.

While development refers to how people or employee or an organization learns and grows in its capacity. It also focuses of growth and maturity of an organization or an employee. Development is long term which goes over period of time.

Training motivates employees and increases job sataisfaction. Effective human resource management augments that employee’s knowledge, skill and ability, empower and increase employee motivation ([Becker and Gerhart, 1996](https://www.emeraldinsight.com/doi/full/10.1108/JIBR-10-2016-0116?utm_source=TrendMD&utm_medium=cpc&utm_campaign=Journal_of_Indian_Business_Research_TrendMD_0&WT.mc_id=Emerald_TrendMD_0); [Rynes and Trank, 1996](https://www.emeraldinsight.com/doi/full/10.1108/JIBR-10-2016-0116?utm_source=TrendMD&utm_medium=cpc&utm_campaign=Journal_of_Indian_Business_Research_TrendMD_0&WT.mc_id=Emerald_TrendMD_0)). These in turn have implications on increased employee’s job satisfaction, reduced employee turnover, increased productivity and overall improvement in organizational performance ([Becker and Gerhart, 1996](https://www.emeraldinsight.com/doi/full/10.1108/JIBR-10-2016-0116?utm_source=TrendMD&utm_medium=cpc&utm_campaign=Journal_of_Indian_Business_Research_TrendMD_0&WT.mc_id=Emerald_TrendMD_0)). Employee’s service relationship with the organization is shaped by the human resource practices such as recruiting, training, performance appraisal and benefits administration ([Rousseau and Greller, 1994](https://www.emeraldinsight.com/doi/full/10.1108/JIBR-10-2016-0116?utm_source=TrendMD&utm_medium=cpc&utm_campaign=Journal_of_Indian_Business_Research_TrendMD_0&WT.mc_id=Emerald_TrendMD_0)).

Training reduces staff turnover. The results from the hierarchical-regression analysis supported the hypotheses that on-the-job training, off-the-job training, distance training, job tenure and education-job and skills-job matches are significantly associated with turnover intention. [Boreum Ju](https://www.emeraldinsight.com/author/Ju%2C+Boreum), (University of Illinois at Urbana-Champaign, Champaign, Illinois, USA) Jessica Li, (University of Illinois at Urbana-Champaign, Champaign, Illinois, USA). The findings of this study, based on human capital theory and firm-specific human capital theory, contribute to an understanding of how training and the education-job and skills-job matches may impact turnover intention. It also provides a longitudinal perspective of the impact of training on employee turnover intention to inform human resource development professionals when planning employee training.

Training promotes high performance. There is positive relationship between the employee’s performance and training and motivation. Training and motivation has positive impact to performance of employees. Organizations having good plans for training employee can enhance performance and should focus on training as it motivates employees to achieve higher performance.

Training leads to advancement of career. Many employees join organization just not for the job and money but they would like to make an advancement in their career. Training opportunities are essential to employees’ retention and development. If training prospects are not available, employees may leave because they are disenfranchised. Trainings help employee realize their goals and do their jobs better for higher results. Naturally, this creates attachment, loyalty and enthusiasm among staff.

*2. Distinguish between induction and training and highlighting any three advantages of*

*On the job training*

Induction is a way of showing or orienting a new staff or new employee in order for him or she performs the new tasks in the job description well. This is done in an organized way, and may not only include the items in the job description but the general culture of the organizations e.g. code of conduct, organogram, security, staff relation, finance etc.

Training is a learning process that organizations always organize to develop knowledge and skills of its employee and are mainly tied to the job descriptions of the employees to improve their capacity. For example, an accountant may be trained by the organization on related accounting procedures or procurement procedures. A Child Protection Officer may be trained on Child protection concepts and prevention of sexual violence on children. Training maybe short term in nature say 1 day to 3 months training.

Three advantages of on job training include:

On job training is a specific type of training On-the-job training is a specific type of training that is explicit, prescribed, and delivered at the workplace.

1. On job training is cheaper compared to conferences etc. This is done within the organization settings. Training is done by the line supervisor who doesn’t need extra cost because it’s part of the job description.
2. On job training is less time consuming. The trainee and trainer doesn’t need to peruse through the training manual and make references. The trainee is couched just on the actual job being done. For example, on job training on the use of power point, the trainee and trainer sits together and go through the power point. The makes learning easier.
3. On the job, training methods help you to cope with the latest trends in the organizational world ensuring that you are able to perform your assigned tasks. It helps you understand what your new tasks are and also helps you adapt to the new project more effectively

*3. Successful organizations make deliberate effort to forecast their human resource needs. Explain five reasons for this effort.*

In an organization or company, forecasting of human resource is very key for the successful implementation of projects or running the company. Human resource forecasting is a process of projecting the human needs and how they can effectively implement a project or run a business. This is undertaken by a human resource manager with the involvement of other key decision makers in the organization or company, this involves the type or workers, qualifications and how many is needed and what costs are involved. According to Sam Ashe-Edmunds, Reviewed by Michelle Seidel, B.Sc., LL.B., MBA; Updated January 25, 2019 asserts that, HR department forecasts both short- and long-term staffing needs based on projected sales, office growth, attrition and other factors that affect a company’s need for labor. In addition to forecasting the number and type of workers you’ll need, HR planning includes analyzing the various costs and administrative work that go along with adding workers or downsizing

1. It helps to know how many workers is needed to undertake a project or business. This will reduce on having redundant workers or having too few worker to do a lot.
2. It helps to know how much fund is needed to sustain the workers including their salaries and other benefits
3. It helps to plan for other logistics like office, computers, transport etc.
4. It reduces the labor turnover of the staff
5. It increases the labor productivity of an organization or company.

*4. Explain five reasons why inadequate staff training may contribute to low Organizational productivity.*

1. Low motivation among the employee hence delivery of services also go down. When there is no training, employees do not understand how to do their jobs and none of these goals are possible met leading to low motivation.
2. Staff turnover will be high therefore affecting the organization because they have to keep on recruiting new people all the time. The staff over is also coupled with institutional memory loss as many staff move to better jobs.
3. There could be ineffective staff management by the line managers. This may lead to resentment, poor staff-managers relationship and conflict
4. There could be loss of finances due to poor staff capacity. There may be no documentation, no record and they would provide avenues for fraudulent behaviors across all levels in the organization or company.
5. There could be poor relationship with customers or clients. Because employees are not trained, their ability to handle clients or customers may be affected hence customers or clients moving to where they could get better services.

*5. Distinguish between the following terms as used in Human Resource Management*

1. General Management and Human Resource Management

**General Management: Processes** focuses on implementation and the way that general managers get things done.  Typically, they work through processes—sequences of tasks and activities that unfold over time, like strategic planning, business development, and budgeting—to move their organizations forward and achieve results.

According to Armstrong (2006) **Human Resource Management** (HRM) is defined as a strategic and coherent approach to the management of an organization’s most valued assets – the people working there who individually and collectively contribute to the achievement of its objectives. From this definition, we can deduce that HRM or simply HR is a function in organizations designed to maximize employee performance in service of their employer’s strategic objectives (Johanson,

2009). HR is primarily concerned with how people are managed within organizations, focusing on policies and systems (Collings & Wood, 2009). HR departments and units in organizations are typically responsible for a number of activities, including employee recruitment, training and development, performance appraisal, and rewarding (e.g., managing pay and benefit systems) (Paauwe & Boon, 2009). HR is also concerned with industrial relations, that is, the balancing of organizational practices with regulations arising from collective bargaining and governmental laws (Klerck, 2009).

1. Recruitment and selection

According to Neeraj Kumari; Manav Rachna International University, Faridabad, India. Vol 2, No.1, 2012, Recruitment is the process of attracting prospective employees and stimulating them for applying job in an organization or Recruitment is the process of hiring the right kinds of candidates on the right job.

While,

Selection is the process of picking individuals who have relevant qualifications to fill jobs in an

Organization. Selection is much more than just choosing the best candidate. It is an attempt to strike a happy balance between what the applicant can and wants to do and what the organization requires.

1. Succession planning and Human Resource planning

Succession planning is a procedure through which an organization guarantees that employees are recruited and developed for all important functions in the organization. A vigorous tracking succession plan guarantees continuous employee development to occupy required positions arising from organization expansion, loss of important employees or provision of promotional prospects. Collins (2009) asserts that succession planning is a method that can offer flawless leadership change across the organization. It entails strategic, systematic and planned attempts to extend capabilities in prospective leaders through anticipated learning incidents like objective rotations and educational training so as to occupy high-level positions without nepotism

While

According to French (1998) delineates human resource planning as the process of assessing an organization’s human resource needs in the light of organizational goals and changing conditions and making plans to ensure that a competent workforce is employed. Bulla and Scot (1994) affirms that human resource planning is the process of ensuring that the human resource requirements of an organization are identified and plans are made for satisfying those requirements. Armstrong (2011) observes that Quinn (1983), refers to human resources planning as a decision making process that combines three important activities: identification and acquisition of the right number of people with the proper skills; stimulating them to attain high performance, and creation of interactive relationships between business objectives and people planning activities.

1. Job design and Job Analysis

Job design is a tool which is used to meet the needs of the employees’ in order to satisfy the interest of the organization and these include the job rotation, job enlargement and job enrichment.

While,

Job analysis is a process of gathering and analyzing information about the employees’ requirements of jobs as well as the context in which the jobs are to be performed.

1. Job evaluation and employee evaluation

Job evaluation is the process of analyzing and assessing various jobs systematically to ascertain their relative worth in an organization. Job evaluation is an assessment of the relative worth of various jobs on the basis of a consistent set of job and personal factors, such as qualifications and skills required.

Job Evaluation involves determination of relative worth of each job for the purpose of establishing wage and salary differentials. Relative worth is determined mainly on the basis of Job Description and Job Specification only. Job Evaluation helps to determine wages and salary grades for all jobs. Employees need to be compensated depending on the grades of jobs they perform. Remuneration must be based on the relative worth of each job.

While

Employee evaluation signifies individual’s work achievement after exerting required effort on the job which is through getting a meaningful work, engaged profile, and compassionate colleagues/employers around (Hellriegel, Jackson, & Slocum, 1999; Karakas, 2010). In order to utilize HR fully and augment organizational success, effective employee performance management system is imperative for a business organization. The performance-driven objective is expected to be aligned with the organizational policies so that the entire process moves away from being event-driven to become more strategic and a people-centric perspective (Jena, & Pradhan, 2014; London, 2003; Mone, & London, 2009.

*6. Explain the usefulness of having job description in the organization*

A well-crafted job description can also be used for:

1. It helps to segregate roles among different functions or positions being held by the employees. Segregation of roles helps to reduce role conflict at work place.
2. Goals are measured based on job descriptions. This may as well helps in determining coaching and mentorship of staff.
3. Job descriptions help in determining staff promotion to the next level.
4. It helps in developing a standardized remuneration for each position including salary grades, taxes and other benefits.
5. Well-developed, accurate job descriptions may also prove useful in providing a defense against charges of employment discrimination beyond the recruiting process.