

In Effect of on the Job Training in Administrator in TRV at Panruti

¹L.Dhanasakaran and ²Dr.G.Vani,

¹Ph.D Research scholar, ²Research Supervisor,

^{1,2}Department of Business Administration, Rajagiri Dawood Batcha College, Papanasam, Thanjavur-DT, India

Abstract: In effects of on the job training in the administrator in TRV at panruti 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 on the job training 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 considered with physical skills and is more concerned 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 to study the role, importance and advantages of training and its positive impact on development for the growth of the organization. Quality of work life is a process in which the organization recognizes their responsibility for excellence of organizational performance as well as employee skills. Training implies constructive development in such organizational motives for optimum enhancement of quality of work life of the employees. These types of training and development programs help in improving the employee behavior and attitude towards the job and also uplift their morale. Thus, employee training and development programs are important aspects which are needed to be studied and focused on. This paper focuses and analyses the literature findings on importance of training and development and its relation with the employees.

I. INTRODUCTION

To train employees effectively is not an easy task. From training is an investment and its not viewed as a cost by human capital theory. Research acclaimed the importance of training by which organization can be develop and enhance organization profitability. Tung-Chun also agreed that educated and well-trained employees are a pre-requisite for an organization to facilitate employee knowledge and skills that are critical for successful job performance.

Some factors that Human Resource and Training practitioners must be careful while designing or proposing training programs. These factors will determine if the transfer of learning actually take place. One of the very important factors are the process of Training Needs Analysis (TNA). It is the condition by which training would make effective and approachable in the start. If these “needs” are correctly recognized while using right process, then the probability of success of the training is high. Training must be approached systematically in order to enjoy the benefits on training investment.

The organization required some steps to manage the training process. The steps start with identification regarding

training need, designing and also developing suitable training solution, implementing this training and evaluating the training programs effectiveness whether the original needs have been achieved. These steps are popularly known as the “training cycle” and many training researches agreed that these steps are necessary to ensure training effectiveness.

Among the steps in the training cycle is the identification of training needs. Training need analysis (TNA) can be considered the most important steps in ensuring the effectiveness of the overall training process.

II. LITERATURE REVIEW

Employees are consider to be the most important asset for every organizations, Moreover these organizations are only as better as their employees (Csath,2009; Zhang 2014;Ferdinand, 1988), further pointed out that only through people organization can achieve sustainability. Hence, this is important for the organization to take control on Knowledge skills, attitude of the employees to sustain competitive and organization success. the proper method needs in the training programe to improve and obtain employee’s knowledge and skills in the organization (Bently 1994) further emphasize that the key to finding and developing the talent is by training. In general, training refers to a planned effort by an organization to facilitate employee knowledge and skills that are critical for successful job performance (Noe, Hollenbeck, Gerhart and Wright, 2008). Organization has been investing into training because they believe that it is a good thing to do. To take benefits from the training investment, It is necessary that training must be proceed accordingly (Daniels, 2003).

III. What are the key steps in conducting an effective Training Needs Analysis for training networks?

Planning is integral to a successful TNA and it is important to ensure that a consistent approach is followed when liaising with all potential members of the network. Before you start:

1. Prepare thoroughly
2. Follow a structured methodology
3. Link training needs with the objectives of the network
4. Gain commitment from members to participate in the TNA
5. Communicate with all those involved
6. Ensure you have the skills to conduct the TNA (analytical and communication)

IV. COLLECTING INFORMATION FOR A TRAINING NEEDS ANALYSIS

There are various methods to collect information for your TNA which can be utilised individually or in combination with each other. It is advisable to use more than one method to

get a comprehensive overview of the needs of the sector/region. It should also be noted that it may be necessary to work with only a sample of the planned member companies. In this case, care should be taken to ensure that the sample is representative of the wider membership (e.g. if most members will be SMEs, do not rely on a TNA of larger companies only). Typical methods of collecting information for your TNA include:

- Surveys
- Focus groups
- Individual interviews
- Reviewing existing documents
- Discussions with steering group
- Discussions with relevant bodies (trade associations, Chambers of Commerce, universities, unemployment services)

The choice of methods to be employed in the TNA will vary depending on the circumstances of the individual network. A plan should be developed for the TNA process which considers the information available and the accessibility of various groups or member companies. In the pre-application phase, it will be possible to discuss this plan with Skillnets support staff.

Surveys

Surveys have advantages and disadvantages and TNAs based solely on these could be questionable. Surveys are beneficial because many people can be polled in a short period of time. They can be easily analysed and be quite cheap to administer. Surveys can provide first level data which can then be explored deeper with focus groups.

You can use websites like surveymonkey.com to create your questionnaire and send the finished product to potential members of your proposed network. surveymonky.com also captures responses in an easy to read format. However, survey return rates can be low, it is difficult to design a good questionnaire and many people do not like completing them.

Surveys should take the form of a questionnaire and should include close-ended or open-ended questions, or a series of both. Close-ended questions require the respondent stay within certain parameters set by the person who created the survey. As the answers are limited, tabulating the data is quite simple. Open-ended questions allow the respondent to provide more feedback and introduce new ideas that may not have been considered initially, although tallying the results may be more difficult. A good option during the creation of a survey would be to include a combination of both close-ended and open-ended questions. [Appendix 1](#) includes a short guide to creating good surveys.

Focus Groups

Focus groups allow for small group interaction, allowing the network to uncover details about their target audience and their requirements. Brainstorming is encouraged allowing for an exchange of new ideas and what training may be needed. Focus groups need to be carefully planned facilitated discussions that obtain thoughts and views from participants on areas such as:

1. Business challenges faced by members and sector/region

2. Company training needs and skills deficiencies
3. Common training and development needs
4. Current training approaches and providers
5. Review of what types of training work best for this target group/sector
6. Gaps in current training provision either locally or at all
7. Identify new training the network could develop

Focus groups should also enable you to develop your training plan for the 2013 application. Utilise the focus group to:

- Review what training needs identified are to be prioritized
- Identify the most suitable methods of delivery (classroom, online, blended etc.)
- Assess what resources are available within network e.g. training venues, training materials, training facilities, online forums to share learning materials etc.

Focus group meetings should be at least ninety minutes long to initially break the ice and for participants to become comfortable enough to express their thoughts. Depending on time limits, focus groups can be held once or repeated.

Individual Interviews

These can be an efficient, flexible and rewarding way of gathering information on each member company. Interviews must be conducted in a consistent manner and be conducted with precision and accuracy. A comparison should be made of what employees are currently doing and what will be expected of them as the company continues to grow diversify and/or expand/downsize. Follow an agreed interview format with each company to ensure a common approach and for ease of collation and subsequent analysis.

Reviewing Existing Documents

This involves researching and noting what is going on – „getting the feel“ of the needs of the sector/region. This may include reviews of sector specific reports, national plans, reviews of member company business plans or policy statements.

V. OBJECTIVES

Upon analysis and review of the comprehensive TNA findings the network can then develop the Training Plan. Assess the needs of the member companies and see what training can be achieved and how it fits within the overall vision of the network. Ensure that the training proposed in the Training Plan can be delivered and will attract match funding from member companies, as the training proposed in the Skillnets application form will inform the targets set for the 6 month period from June to December 2013.

Set SMART targets – ensure they are stretching yet realistic:

| | | |
|---|---|------------|
| S | - | specific |
| M | - | measurable |
| A | - | achievable |
| R | - | realistic |
| T | - | timed |

When developing your six month training budget conduct research in the training market to ensure that your budget is also realistic and achievable

e.g.

- How much does training delivery cost?
- What are the average costs for certification of training?
- What are the average costs for renting a venue for training delivery; catering etc?
- What courses are currently on the market?
- What do online learning platforms cost?

VI. PRIORITISING TRAINING NEEDS

Once you have identified training needs across the network, they need to be analysed and prioritised. It may not be possible to deliver all of the identified needs through the network. Care should also be taken to ensure that the training plan reflects the priorities of as wide a range of member companies as possible and that one or two companies' needs are not allowed to dominate the plan. The requirement for this prioritisation should be discussed with member companies during the TNA so that false expectations are not set in relation to all needs necessarily being met.

VII. METHODOLOGY

This study opted a quantitative method since this study is descriptive research where it is undertaken to ascertain and describe the variables that lead to training need analysis process effectively. The data gathered through a questionnaire survey on

the 236 companies in Bayan Lepas Industrial Area as listed in the directory listing of Human Resource Development Corporation(HRDC), 2008.

VIII. ON-THE-JOB TRAINING PROGRAM

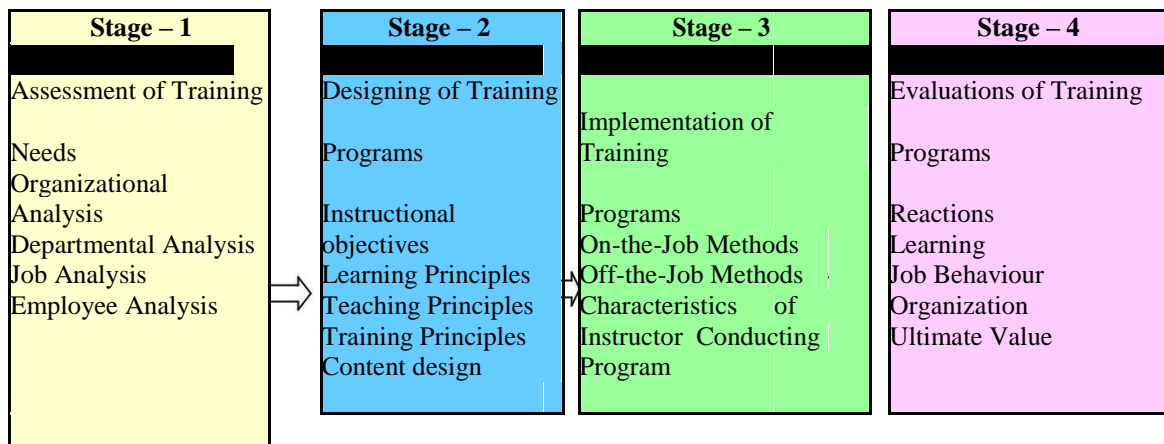
1. Job instruction
2. Apprenticeship
3. Coaching
4. Job Rotation
5. Committee assignment
6. Internship

IX. STAGES OF TRAINING AND DEVELOPMENT PROGRAMS

Training should be conducted in a systematic order so as to derive expected benefits from it. The training system involves four stages, namely:

- a. Assessment of training and development programs needs.
- b. Designing the training and development programs.
- c. Implementation of the training program
- d. Evaluation of the training program

Stages in Training and Development Programs



X. DEVELOPMENT

Employee Development Programs are designed to meet specific objectives, which contribute to both employee and organizational effectiveness. There are several steps in the process of management development. These includes reviewing organizational objectives, evaluating the organization's current management resources, determining individual needs, designing and implementing development programs and evaluating the effectiveness of these programs and measuring the impact of training on participants quality of work life. In simple way, it can be denoted as per the following formula.

$$\text{Employee Development} = \text{Employee Education} + \text{Employee Skills} +$$

Training Effectiveness + Employee Quality of work life *Sampel*

The population of this study comprised of organisation with total employees more than 100 which is located at Bayan Lepas

Industrial Area and registered with HRDC. These registered organisations are compulsory to make monthly levy payment to the Human Resource Development Fund (HRDF) managed by HRDC mainly to fund their future training cost. Therefore, these organization will actively utilize their levy by sending their employee for training.

Procedure

Primary data were collected through questionnaire distributed to the HR or Training Manager of the organizations. The main target of the respondent were the person in-charge of training function. There were 236 questionnaires distributed, 108 questionnaires were returned and 11 were rejected due to incomplete information. Therefore, useable questionnaires were 97 comprising 41.10 percent of response rate.

Quantitative research data primarily involves statistical analysis involving the process of data editing, coding and entering before the data being analysed (Zikmund, 2000). As for

this study, data collected were analysed using the Statistical Package for Social Sciences (SPSS) version 16.0 in three stages which are: 1. Descriptive analysis; 2. Factor Analysis; and 3. Regression Analysis.

CONCLUSION

This research substantiated the fact organization contextual variable has a relationship with TNA factors. Even though it is not really an in-depth study, it is significant enough to agree upon that the recommendation made by TNA researchers are followed by organization in this study. The right adoption of TNA process will increase on its effectiveness without wasting time, energy and money in order to achieve the desired performance. They clearly pointed out that performance improvement is achieved through skilled, knowledgeable and committed workers who want to make their organization successful. Training is becoming increasingly important to success. The organization's investment in its people is the most important investment it makes. Exact needs to meet the goal must be ascertained in terms of each level of organization in order to provide training that contributes to the organization business results. Identifying training needs is not easy; it requires

a good understanding of the business and of future developments of the organizations.

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