

“HUMAN RESOURCES STRATEGY TO IMPROVE HR COMPETENCIES.”

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ABSTRACT

Employees are the most valuable asset of an organization, so to enhance their performance it is necessary to pay attention to their learning. Training and development programs help organizations to build a skilled and competent workforce in order to maintain a high level of competency and to survive in a dynamic business environment. This study was conducted with the aim to investigate the effectiveness of training and development on employee performance at JK Paper Ltd, Songadh. The research employed descriptive analysis. Primary data was collected through distributing questionnaires to 100 employees, who were selected through the random sampling technique. Findings reveal that overall training and development has a significant impact on employee's performance. It helps the organization in reducing employee turnover, increasing the productivity of employees, and contributing to higher financial returns for the organization. The study suggests that there is a need for improvisation in identifying the area where training needs have actually generated and salary structure should be revised at a regular interval of time. In the last few years, many human resource functions have strived to reinvent themselves through new visions, strategies, structures, processes, and systems. However, to sustain the transformation of human resource functions, HR professionals must develop and demonstrate a new set of competencies to fulfil their changing roles and responsibilities. Based on in-depth interviews with ten senior HR executives, this article proposes a HR competency model which is both generic (i.e., able to encompass the key competencies that are frequently used by companies in different industries) and specific (i.e., able to highlight the competency differences in various HR roles). As our research indicates only 10-35% of HR professionals possess the required new competencies, this article also reviews and discusses ten strategies that ten prominent companies use to bridge the competency gap of their HR professionals. Important levers for competency development include planning and assessment, communications, performance management, training, and development.

Keywords: Training, Development, Employee performance, Organization.

INTRODUCTION

Training and development are a part of an organization's subsystem that focuses on improving individual and group of employees. Training is the method of improving an employee's skill, knowledge, and abilities in order for them to perform a specific job. Employee development refers to their overall development. It is a process by which managers and executives develop experience and competency in their current job, as well as the ability to perform future tasks. Lack of opportunity for training and growth can have serious effects on society, an organisation, and an individual. Poor education and a lack of resources for personal growth can seriously impede society's progress and widen the gap between the wealthy and the poor. Poor or absent training merely accelerates an organization's slow demise caused by outmoded personnel. It also translates to demoralisation and career-life stagnation for any individual. As a result, training and development initiatives enhance productivity, quality, and performance in the workplace. They also lower accident rates, absenteeism, and employee turnover, and help individuals establish a vision for the workplace of the future. Human skills are the capacity to collaborate successfully and foster group dynamics in order to achieve corporate objectives. These abilities include the capacity for leadership, motivation, and communication. Conceptual abilities enable a manager to view a firm as a whole and assess the connections between different departments or functions inside a company. These abilities relate to the world of concepts and creativity. Top managers in particular need these abilities because they are responsible for organising all of the organization's activities. As a result, it may be claimed that technical talent is a necessary component in low-level management, human skills are significant at all management levels, and conceptual skill is primarily crucial in top executive roles.

PURPOSE OF THE STUDY

The goals of this study are as follows:

1. To talk about the value of training and development for raising worker performance across all industries.
2. To determine the techniques of training and development used by the construction industry in Pune city, as well as the effectiveness of those methods.
3. To find out what executives and non-executives think about various areas of the training and development initiatives carried out by the construction industry in Pune.
4. To assess the success of executive and non-executive development and training programmes.
5. To present the study's results, recommendations, and conclusion.

LITERATURE REVIEW

Ananthalakshmi Mahadevan et al. (2019) studied the impact of training methods on employee performance in a direct selling organization in Malaysia. Researchers claimed that building a skilful and knowledgeable workforce is one of the vital activities in an organization to ensure a high level of competency with a proficient team in order to sustain and grow in a dynamic business environment. The objective behind this study was to examine the impact of on-the-job and off-the-job training on employee performance. The result showed that both on-the-job and off-the-job training achieved a standard coefficient beta value of 0.370 and

0.546 respectively with a significant value of 0.000. Based on the beta value reading researcher found that off-the-job training has a higher impact compared to on-the-job training on employee performance.

Sumaiya Shafiq et al. (2017) discussed the effect of training and development on employee performance in a private company, Malaysia. Researchers stated that the employees are a major asset of the organization, they have a role to play towards an organization's success. So it is mandatory to take care of their learning to increase employee performance. The objective was to investigate the effect of on-the-job training, off-the-job training, job enrichment, and job rotation on employee performance in private companies. The study concluded that only job enrichment is the independent variable that has a significant positive impact on the dependent variable (employee performance) while the other independent variables are found to be insignificant drivers in influencing employee performance.

Ashikhube Humphrey Otuko et al. (2013) determined the effect of the training dimension on employee performance in Mumias sugar company, Kenya. The study sought to find out the effect of training need assessment on employee performance, the effect of training content on employee performance, and the effect of training evaluation on employee performance. The result indicates that there was a positive and significant effect between training need assessment and employee performance. Therefore, most respondents stated that training need assessment was conducted before the actual training. The result indicates that training content has a positive and significant effect on employee performance. This implies that an increase in training content will increase the level of employee performance. From the result, there was an indication that an increase in training evaluation and employee performance was positively and significantly associated. This could be interpreted to mean that evaluation of the content of the training and the methods employed, measuring performance knowledge, skill, and attitude against the standard could easily contribute to enhance employee performance at work depending on the choice of evaluation criteria.

Tarun Singh (2015) stated that training and development is the best possible utilization for employee's capabilities. Training is equipping the employees with the required skills to perform and development is the growth of employees at every level of management. This attempt was made to study the impact of training and development programs on employees' efficiency at Bharat Heavy Electricals Ltd. (BHEL). The study revealed that employees are highly satisfied with BHEL. For 20 items average mean score and percentage score were computed 3.62 (65.5%). Employees do not want to change their job because they pay salary is satisfactory. Seniors interact nicely with subordinates and the working environment is also good. but there is some need for implementation in its training programs, reward system, policy, and other important issues.

Philipina Ampomah (2016) claimed that training and development is a key factor in improving employee performance in organizations. The purpose of the study was to focus on the effect of training and development on employee performance in a private tertiary institution in Ghana; a case study of Pentecost university college. The study revealed that employees are motivated through training, and training and development results in higher performance of Pentecost university college. Pentecost university college certainly had a well-established policy to invest in the training and development of the employees and also organized training programmes from time to time for their knowledge and skill. The study recommended that all employee's training and development should be vigorously followed and mandatory.

OBJECTIVES OF THE STUDY

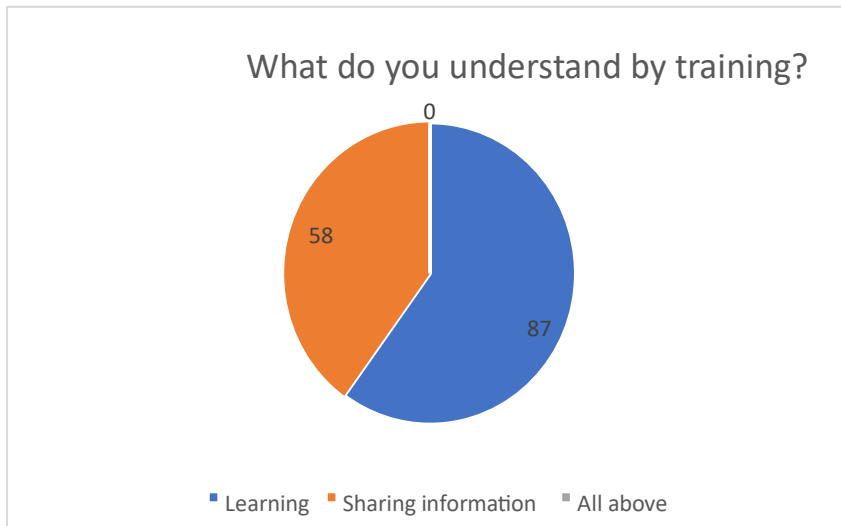
The study aims to achieve the following objectives in particular:

1. To understand the perception of employees towards training and development activities carried out in the organization.
2. To study the effectiveness of training in the organization.
3. To study the factors leading to success or otherwise of training in the organization.

DATA ANALYSIS AND INTERPRETATION

1.

	What do you understand by training?		
	Respondents	%age	Total
Learning	87	60	60
Sharing information	58	40	100
All above	0	0	100
Total	145	100	



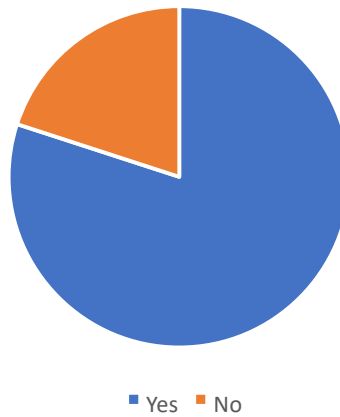
60% of the respondent believes that training is a learning while rest 40% believes that it is both learning and sharing information.

2. Do you think training must for enhancing productivity and performance?

	Respondents	%age	Total
Yes	116	80	80
No	29	20	100
Total	145	100	

	Respondents	%age	Total
Yes	116	80	80
No	0	0	100
Sometimes	29	20	
	145	100	

Do you think training must for enhancing productivity and performance



From the above 80% of respondents were thought that training must for enhancing productivity and performance.

3. Is your organization thinking as training and development is the part of organizational strategy

	Respondents	%age	Total
Yes	116	80	80
No	0	0	100
Sometimes	29	20	
	145	100	



From the above 80% of respondents were thought organization thinking as training and development is the part of organizational strategy while 20% of respondents were thought sometimes organization thinking as training and development is the part of organizational strategy.

From the above 80% of respondents were thought that training must for enhancing productivity and performance.

4. How often training and development programs are conducted in a year?

	Respondents	%age	Total
Once in a year	97	67	67
twice in a year	45	31	98
six monthly	3	2	100
	145	100	

From the above 67% of respondents were said once in a year training and development programs are conducted in a year 31% of respondents were said twice in a year while 2% of respondents said six monthly training and development programs are conducted in a year.

5. Does training and development programs enable employees more productive?

	Respondents	%age	Total
Yes	145	100	100
No	0	0	0
Can't say	0	0	100
	145	100	

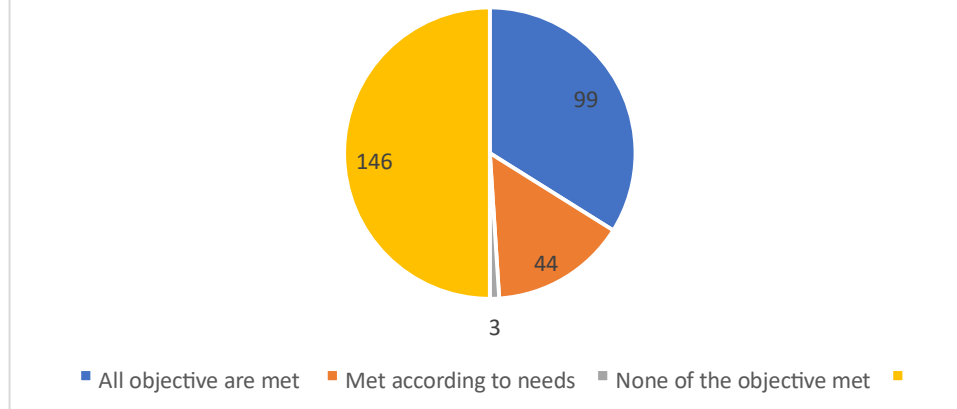


From the above 100% of respondents were said training and development programs enable employees more productive.

6. Does the objective of training and development programs meet after completion of the session?

	Respondents	%age	Total
All objective are met	99	68	40
Met according to needs	44	30	
None of the objective met	3	2	
	146	100	

Does the objective of training and development programs meet after completion of the session?



Due to training and development programs meet after completion of the session, 68% of respondents thought all objective were met, 30% of respondents thought according to needs objective met, while 3% of respondents thought none of the objective met.

Conclusion

Training and development are important to enhance employee performance, as it creates a highly skilled workforce and helps employees in their personal growth. This research was performed to examine the effectiveness of training and development on employee performance at JK Paper Ltd, Songadh. The study revealed that there is a significant effect of training and development on employee performance, as training and development programs held in JK Paper have resulted in higher performance, productivity, and financial return for the organization. Employees' perception towards training and development programs carried out in the organization is found positive either. They felt that training and development helped them in their personal growth and encouraged them to perform their job enthusiastically. Employee turnover and absenteeism have reduced after allocating the training to employees. Providing formal training programs to new employees as well as to existing employees and evaluating the outcome are the main factors leading to the success of the organization since the organization is taking care of their learning and correcting them at the right time. Analysing the research finding leads us to the conclusion that there is a need for improvisation in identifying the area where training needs have actually generated and salary structure should be revised at a regular interval of time. HR as a source of competitive advantage can be used to build organizational competency. Building competencies through HR can be done by using and developing managerial competencies, input-based acquisition and mobilization, developing and using, developing and exploiting output-based competencies. HR competencies, which are in line with the core competencies of the organization, constitute value for the creation of a company's competitive advantage.

DISCUSSION

Considering the discoveries and of the gathered information of this review, it tends to be reasoned that preparing prompts significant advantages and powerful occupation doing in representatives in open area. For any of associations whether it is public or confidential preparation is a significant part and it is a venture of the representatives working inside. A definitive objective of each and every T&D program is to enhance human asset by making them more powerful and effective. The consequences of this exploration unequivocally upheld the relationship of T&D and authoritative achievement. T&D has become progressively essential to the outcome of public area associations. It assumes a focal part in fortifying the associations and turns into the piece of the foundation of system execution.

It's undeniably true that viable and significant preparation is an interest in the HR of the association, with both present moment and long-haul returns, since it at last overhaul the exhibition diagram of the representatives and furthermore of the association as worker improvement is the way to authoritative turn of events and accomplishment.

The preparation rehearses in the public area are a lot of viable that there is elevated degree of worker fulfilment towards giving the T&D programs and such projects prompts serious areas of strength for make relationship among the representatives and furthermore with their bosses. It further develops information, abilities and capacities (KSAs) to coordinate with recently embraced

processes and every representative's contribution in the hierarchical exercises and this gives an open door to utilization of new information and abilities in workers and get ready for a higher situation with expanded liabilities, which work with on work environment and prompts finishing authoritative dreams, missions and methodologies. The representatives have an inspirational perspective on T&D programs.

RECOMMENDATION

1. Organizations should make efforts to see that the training program is realistic, helpful, and based on the organizational strategy. So, the organization should focus on identifying the area where training needs have actually generated. On the basis of organizational strategy training programs should be operated.
2. There needs to be improvisation in technology. Organizations need to update themselves with changing technology. Updating with technology is important to enhance productivity and performance.
3. Salary structure should be revised at regular intervals to satisfy employees.

As many employees do not understand their job, it is suggested to impart training to them in such a way that their understanding can be enhanced i.e.; training should be more realistic

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