

A Study on the Mechanism to Sustain Human Resources

P.Senthil Kumar

Department of Business Management,
TKR Institute of Management & Science,
Hyderabad, Telangana 500097, India.

M.Naresh Kumar

Department of Business Management,
TKR Institute of Management & Science,
Hyderabad, Telangana 500097, India.

ABSTRACT

The job performance and behavior of employees are results of employee Knowledge, Skills and abilities. These factors are essential to identify and analyze employee performance at work. In general the performance model designed for an employee depends on the interaction of motivation, Knowledge, skills, abilities and the environment. Motivation arises from the needs and beliefs about how best to satisfy that needs both motivation and KSAs (Knowledge, Skills and Abilities). To motivate employee and measure performance, every organization is following the training. Every employee receives training at one time or another, usually multiple times. It helps employee to provide the knowledge, skills required to accomplish the tasks because training is the only opportunity for learning. Hence, Training is the mandatory function of Human resource management which is also part of an integrated system in which performance is measured against the criteria that are tied with strategic objectives. It is an open system. The present paper is review on training process helps to understand the conceptual understanding of training process; competency based approach in training process and also highlights the training expectations of employees from their trainers while providing training to employees in the organizations.

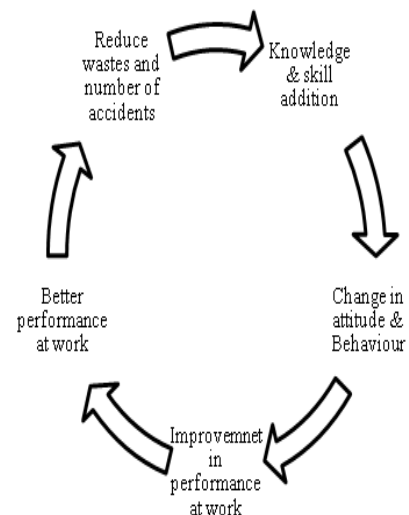
Key words: Competency, Competency based approach, Competency assessment, Functional Analysis, Training process.

Training – an introduction

Training is an organized procedure for increasing the knowledge and skill of people for a specific objective

which in general results in the change of behavior and attitude. Dale S. Beach defined training as the organized procedure by which people learn knowledge and skill for a definite purpose and Edwin B. Flippo defined it as the act of increasing knowledge and skill of an employee for doing a particular job.

Conclusion from the definitions:

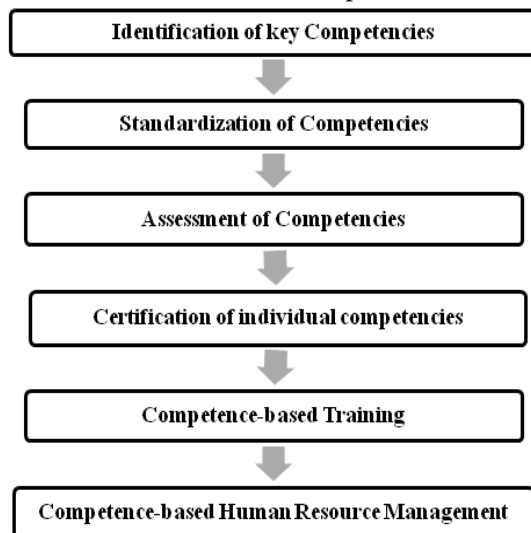


Training is needed for old employees whenever new machines and plants are introduced as these may have different procedure of working. Training is a continuous program before managers who always keep their subordinates up-to-date. Every training program should attempt to bring about positive change in the increase of Knowledge and skills, change in attitude and behavior, improvement in performance at work, better performance at work and reduce wastes and number of accidents.

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Processes in a Competency-Based Approach – to mobilize the human resources from stage to another stage

Competency is the capability to apply or use a set of related knowledge, skills, and abilities required to successfully perform critical job/work functions or tasks in a defined work setting. Competencies often serve as the basis for skill standards that specify the level of knowledge, skills and abilities required for success in the workplace as well as potential measurement criteria for assessing competency attainment. In the competency based approach to mobilize human resources, competencies are identified, standardized, assessed, and certified. A brief overview of each process is as follows:



Step – 1: Identification of key competencies: This process establishes or defines the competencies needed to perform a work activity with appropriate degree of satisfaction. Three principal methods have been developed to identify competencies and these include

- Occupational Analysis, in which the task is the object of analysis. Occupational analysis was developed and is widely used in the United States.
- Constructivist Analysis, in which the object of analysis is studied in its typical dynamic job environment and is a construct built out of consideration of different but related jobs.

Constructivist analysis was developed and is used mostly in France.

- Functional Analysis is in which the object of analysis is function (means a meaningful set of interrelated tasks that are performed to attain an objective). Functional analysis was developed and is used in the United Kingdom, as well as by many European and Latin American countries. Functional analysis is the most widely used method to identify competencies mainly because it is more holistic than occupational analysis and less time-consuming to develop than constructivist analysis.

Step – 2: Standardization of Competencies: The process of generalizing a competence and turning it into a competence standard. A standard is a competence that becomes a valid reference for a given group of workers or organizations.

Step – 3: Competencies Assessment: It is the process of collecting evidence of a worker’s performance to judge competence against a standard and to identify performance areas that need to be strengthened, modified, or improved. Strategies and instruments to collect evidence for assessment of competency include oral and written tests, execution tests, and observation of performance, simulations, examination of work products and testimonies from third parties.

Step – 4: Certification of individual competencies: The process of formal recognition of competence demonstrating that the worker can perform a standardized labor activity. Experts judge whether mastery was attained in each competence and may grant a credential to those showing that competence has been achieved.

Two other important processes that ensure from the development of competencies are Competence-based Training and Competence-based Human Resources Management.

Step – 5: Competence-based Training: The process of designing and developing training based on a competency. Competency-based training can fill gaps identified during competency assessments. This process has progressively become an accepted strategy for curriculum development due to its clear link to real work. It is also referred to as Competence-based Education, which includes both formal education and training.

Step – 6: Competence-based Human Resource Management: The process of linking competencies to all phases of management of human resources, including selection of employees, work organization and flow, training and development, working conditions, salary and benefits, evaluation, and promotion.

Competencies based Curriculum Design to develop the Human resources

The competencies of individuals once defined are developed. The main elements of Competency – based approach are analyzed to determine performance, evidence of performance, knowledge evidence and the range of its application.

- Performance criteria are determined through the individual results based on his/her work performance.
- Performance evidence is about how worker shows about his/her performance criteria.
- Range of application can be determined on the different types of circumstances in which the worker demonstrates the competency.
- Knowledge evidence is about the principles, theories, or methods that the worker needs to know to achieve the action described in the element of competence.
- Guidelines for assessment is about how others can assess and to what degree the element has been achieved.

Expectation of employees from trainers

Everyone in an organization undergoes training. They receive it either one time or another and also usually

multiple times. It helps employee to provide the knowledge, skills required to accomplish the tasks because training is the only opportunity for learning. Training is also part of an integrated system in which performance is measured against the criteria that are tied with strategic objectives. It is an open system.

The following ideas emphasize what motivates employees to receive training and development opportunities.

Encouraging a learning culture in organization where employees feel motivated to undergo various training sessions

- Employees need to have liberty in expressing their thoughts and sharing their ideas. Let them come up with innovative ideas, concepts and solutions. Do not underestimate any employee.
- Appreciate them whenever they perform any extraordinary task. Make them feel that they are indispensable resources for the organization. Be there for your team. This way an employee not only feels motivated to participate in various events and trainings but also develops a sense of loyalty and attachment towards the organization.

Providing certificates of participation to employees who attend training programs

- Giving employees some kind of benefits in form of promotions, added responsibilities, and monetary benefits and so on and making them feel a little special. Let others who didn't attend trainings feel that they missed out something really important.
- As a superior job is to provide adequate growth opportunities to the employees and help employees in achieving more. Review their results on a regular basis.
- Giving employees necessary feedbacks and tell them where all they are lacking and ever demotivate them. Criticism leads to frustration, kills the team morale at workplace, hence guide



them to overcome the gap between their current stage and desired stage. Motivate them to register for various online course materials, forums which would groom them and prepare them for future.

Extreme care about the contents of training program

- There is absolutely no use of boring speeches and meaningless presentations. Employees might attend such programs once, but will never come back and will tend to ask for thousands of excuses to avoid the same. Hence, the content has to be really meaningful and in lines with the requirement of employees.
- Encourage two way communications in employee development activities. Instruct the trainer to involve the employees well by giving employees tasks, submit the reports of the same.
- Trainers must organize training programs, seminars or conferences with an appropriate content and organize award functions where employees who perform exceptionally well throughout the year and further they are appreciated in front of entire organizational members. Put their names on their notice boards, office journal and so on. Ask the award winners to give exclusive interviews and highlight what all extra they did to achieve the position, which would definitely help employee to go back, work hard, learn new skills, and upgrade his/her knowledge and dream of winning the award next time.

Summery

The job performance and behavior of employees are results of employee Knowledge, Skills and abilities which are tuned with the training process adopted by the organizations. These factors are essential to identify and analyze employee performance at work. In general the performance model designed for an employee depends on the interaction of motivation, Knowledge, skills, abilities and the environment. Motivation arises from the

needs and beliefs about how best to satisfy that needs both motivation and KSAs (Knowledge, Skills and Abilities). This is achieved by the competency based approach towards training. This stepwise approach and competency based curriculum design helps employees to reach the KSAs, needs fulfillment and by the way motivated at work. There are a couple of secrets about what employees want from training opportunities, however and the training opportunities are not just found in external training classes and seminars but these can be acquired from the ideas implemented by the trainers to attract the employees and retain them in the learning process. These secrets are as well explained the paper to make the employees to come up with enriched competencies.

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