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HUMAN RESOURCE MANAGEMENT

Role of training & development in organizations

Thesis

CENTRIA UNIVERSITY OF APPLIED SCIENCES

Business Management

December 2017

ABSTRACT

Centria University of Applied Sciences	Date December 2017	Author Sajid Tufail
Degree programme Business management		
Name of thesis HUMAN RESOURCES MANAGEMENT. Role of training & development in organizations		
Instructor Ann-Christine Johnsson		Pages 27+ 4
Supervisor Ann-Christine Johnsson		
<p>The primary idea of this thesis was that training and development are concerned with increasing the knowledge and accomplishments of employees for doing specific jobs.</p> <p>The training of employees is very important in an organization. Because of training we can increase productivity, improve quality, improve organizational commitment and help the company to meet its future goals.</p> <p>In a competitive world nothing can be figured out. In our everyday life new technologies and innovations are becoming the part of organizational activities. In other words organizations need a strategic plan to retain and sustain the market position because they know if you lose your business, you never get it back until, you don't see the main factors losing in your market position. This made the organizations static in their business process and keep on implementing the changes. So that they will be competitive in the market. But then comes that question how to compete in the market? What are the most important tools for an employer or any organization to rule over the market? Yes, these are your employees who can help you to achieve organizational goals. Here comes the importance of the training and development in an organization. The HR people need to be active and look out for the various strategic plans, which can improve the organizational health.</p> <p>In my thesis report I compared and analysed the training needs of the different organizations, and their direct impact on the organizational growth. At the end of my thesis report a conclusion and proposed organizational model is suggested.</p>		

<p>Key words Human Resource, International Standard of Organization, Organizational Development, Quality assurance/Quality Control, Training and Development, University of Applied Sciences.</p>
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1 INTRODUCTION

The study is about the HR (Human Resource) training and its effects on the productivity of the employees and organizational development. The research study suggested the organizational development model and the analyses of the outcomes, through the questionnaire survey. Furthermore, to elaborate the importance of training and development in an organization different books were reviewed and internet searches performed for the data collection. Internet searches/journals and articles were an important part of my thesis writing.

Generally, in some organizations there are no set patterns for the employees to work and behave in the organization. The managers of such organizations also don't have any clear expectations from their employees concerning the growth of the company. Here comes the need for improvement. A question arises about how to set or create a dynamic working environment? How to set an agenda to meet the organizational needs?

Thus, all the questions about the organizational development and employees' training trigger the managers to establish and design the strategic plans for their people. Organizations are these days implementing and introducing new technologies, therefore employees' training is important in running and understanding the complications of the new systems. Training is a wide area to enhance the potential abilities of any employee, and to bring the potential employees on frontline.

In today's world, the competition has increased among the organizations in different areas. For example, marketing, production, distribution and the employees' understanding with the new market standards. therefore, managers are relating the the growth of their organizations directly with the trainings programs. In other words organizations have realized the importance and needs for the training of their employees. Managers think that trainings can affect organizational values in both ways the profit margin and their company reputation in the market. Organizations are now smarter than ever before as, they think that their employees need supervision from beginning to the end to perform their tasks successfully. It's very important for organizations to keep updated their employees genitive skills through training programs.

Whereas, conducting the training courses and implementing the new technologies, then hiring of the career coaches is really expensive to keep the system in flow. But it has a deep relationship with the

organizational growth and employees' performance. Organizations are spending money and resources on the training and development of their employees, to generate the long term revenue and retain and sustain their position in the market.

Organizations are spending their resources such as time and money for the training programs, the core purpose of the managers is to make employees the most valued assets for an organization. A perfect training strategy for the employees and set of working manuals are the main priority of the well-developed organizations now. Employees are given more value than any objects, which creates a sense of owning or let the employees to feel a part of an organization That is how the organizations are leading and competing in the markets. Employees are given the importance through the trainings programs, so they stay and work for the development of the organization. They are relegalized about their hidden abilities to "do more" for an organization.

In my research thesis I conducted a survey. I focused on the higher management's views about training and development of their employees and its direct relationship with the development of the organizational growth. How the managers see the need of development for their employees and the organization. Keeping the aim of training and development in my mind, I chose to interview the HR people who are concerned with the employees training issues and organizational development.

The questionnaire used for the interview purpose was more about the HR general activities performed in any organization. The aim was to find out the employees need for the trainings and also, how it helps the organization to grow.

Furthermore, after interviews were completed then comparison of the different organizations was done. Different views of the managers were collected and in the end conclusion was drawn. Also, tables and figures of the organizational needs and development were illustrated refer to the text.

2 PURPOSE OF THE STUDY

This research provided me an opportunity to explore the field of HR. The study of training and development program also provided the output and views of the managers, who were involved in the T & D process. Apart from that it provided me clear image and a great deal of exposure to interact with the high profile managers of the selected organizations.

2.1 Training

Training refers to a planned effort by a company to facilitate employees' learning of job related competencies. These competencies include knowledge, skills, or behaviors that are critical for successful job performance. The goal of training is for employees to master the knowledge, skill, and behaviors emphasized in training programs and to apply them to their day-to-day activities. For a company to gain a competitive advantage, its training has to involve more than just basic skill development. That is, to use training to gain a competitive advantage, a company should view training broadly as a way to create intellectual capital. Intellectual capital includes basic skills (skills needed to perform one's job), advanced skills (such as how to use technology to share information with other employees), an understanding of the customer or manufacturing system, and self-motivated creativity. (Noe 2010,5.)

2.2 Development

As the Ranstad USA vignette illustrates, employee development involves more than a training program. Employee development often has its roots in the company's mission, goals, and values and is related to important business outcomes such as employee retention and the creation of an agile and talented management team and work force. Traditionally, development has focused on management-level employees, while line employees received training designed to improve a specific set of skills needed for their current job. However, with the increased need to engage employees and the focus on talent management, development is becoming more important for all employees. Development refers to formal education, job experiences, relationships, and assessments of personality and abilities that help employees perform effectively in their current or future job and company. (Noe 2010, 345.)

2.3 Statement of the problem

The problem of the study was to explore and establish the relationship between organizational measures, taken for training and development of employees and its impact on the development of the organization. In this study, the training and development acts as the independent variable and organizational development acts as a dependent variable. The study, however, will also suggest a model for organizational development.

2.4 Basic steps towards training and development

The figure below (FIGURE 1) shows the 5 basic steps towards training and development in any organization.



FIGURE 1. Training and development process (Neal 2015).

3 REVIEW OF ORGANIZATIONAL DEVELOPMENT

Is it necessary to have leadership development training? To answer that, it is important to ask a different question first. The all-important question is, do leaders need to be developed? Many organizations believe that a leader is someone who is just born to be one. While some people may indeed be born with the leadership qualities and drive to be a natural leader, many other leaders had to be made. However, if that is the case, how do you make a person a leader? A main way many different organizations do that is through leadership development training. Leadership training can be a powerful method for creating strong, effective leaders. Here are a few other reasons why leadership development training is so important. (Cruz 2009.)

First, as stated above, not everyone with leadership qualities is a born leader. Leadership training may not guarantee that they become one, but it can help them to become better leaders, allowing them to make better decisions overall. Second, a good leader is always learning new things. Leadership development training may give your leaders new insights into their own leadership style, and learn new ideas that they can implement into the workforce. Third, it allows leaders to learn how to interact with their employees better. Team leadership training can help an entire organization gain a clear focus and understanding, and help a leader decide what the best direction is for the organization. (Cruz 2009.)

Finally, leadership development training is important because the world is constantly changing. What was acceptable as a leader a few years ago may now be obsolete or perhaps ineffective in our ever-changing world. With leadership training, you can keep update leaders on what works, and what does not, to stay ahead of the competition and allow your organization to excel. (Cruz 2009.)

Interpersonal communication skills are all about communicating with different kinds of people and the way of communication. One cannot communicate with everyone in a single way and through one form of communication. Verbal, non-verbal, interpersonal and intrapersonal communication skills training make a person an excellent communicator. So, all those who lack communication skills should go for interpersonal communication skills training and enjoy the art of communication. These days interpersonal communication skills training is available at very economical price that can change the personality of a person all together. Don't give it a second thought rather join a good communication training organization (Sharma 2009).

HRD, as with the title HRM, makes individuals sound rather like the nuts and bolts of an organization that can be interchanged and dispensed with at will. To give it a more human face Drucker suggested the term 'biological HRD' to emphasize the living nature of the people within the organization; however, Webster suggests that this term gives the unfortunate impression of a washing powder. (Webster 1990; Wilson 2005, 03.)

Activity or programme of activities designed to teach the skills and knowledge required for particular kinds of work. Training ... usually takes place at working places, whereas education ... takes place at educational establishments. (UK) Both of the definitions above illustrate the application of training to the requirements of the organization and the fact that this training tends to occur in the workplace. They also indicate a relatively narrow limitation to specific skills and operations. Moreover, training normally has an immediate application and is generally completed in a shorter timescale than education. (Wart 1993; Wilson 2005, 05.)

Development occurs when a gain in experience is effectively combined with the conceptual understanding that can illuminate it, giving increased confidence both to act and to perceive how such action relates to its context (Bolton 1995:15; Wilson 2005, 06.)

Handy considered learning as being a natural response to coping with change and stated that, 'I am more and more sure that those who are in love with learning are in love with life. For them change is never a problem, never a threat, just another exciting opportunity.' Learning can occur in formal settings such as a university or organizational training centers but it can also occur less formally (Handy 1990, 63; Wilson 2005, 07).

Nadler distinguished between what he called 'incidental' learning and 'intentional learning'. Incidental learning is considered to be learning which occurs during the course of doing other things such as reading, talking with others, travelling, etc (Nadler & Nadler 1990; Wilson 2005, 07).

Personnel training and development (T&D) constitutes the largest realm of HRD activity. Training and development is defined as a process of systematically developing work-related knowledge and expertise in people for the purpose of improving performance. Within personnel training and development, more effort is focused on training than on development. Also, training is more likely focused on new employees and those entering new job roles in contrast to long-term development. To be clear, the development portion of training and development is seen as "the planned growth and expansion of

knowledge and expertise of people beyond the present job requirements (Swanson 1996b, 06; Swanson & Holton 2008, 204).

Davis said, in the majority of instances, development opportunities are provided to people who are high potential contributors to the organization. In all cases, people at all levels in all organizations need to know how to do their work (expertise) and generally need help with their learning. Davis provide an explanation that helps frame this chapter. (Davis & Davis 1998, 44 ; Swanson & Holton 2008, 204.)

Training is the process through which skills are developed, information is provided, and attributes are nurtured, in order to help individuals who work in organizations to become more effective and efficient in their work. Training helps the organization to fulfil its purposes and goals, while contributing to the overall development of workers. Training is necessary to help workers qualify for a job, do the job, or advance, but it is also essential for enhancing and transforming the job, so that the job actually adds value to the enterprise. (Davis & Davis 1998, 44 ; Swanson & Holton 2008, 204.)

Training facilitates learning, but learning is not only a formal activity designed and encouraged by specially prepared trainers to generate specific performance improvements. Learning is also a more universal activity, designed to increase the capability and capacity and is facilitated formally and informally by many types of people at different levels of the organization. Training should always hold forth the promise of maximizing learning. (Davis & Davis 1998, 44 ; Swanson & Holton 2008, 204.)

Human resource is the very important and the backbone of every organization and it is also the main resource of the organization. So organizations invest a huge amount in the human resource capital because the performance of human resource will ultimately increase the performance of the organization. As the Mwita explains Performance is a major multidimensional construct aimed to achieve results and has a strong link to the strategic goals of an organization. As Mwita said, performance is the key element to achieve the goals of the organization so to performance increase the effectiveness and efficiency of the organization which is helpful for the achievement of the organizational goals. (Mwita 2000 ; Ghafoor, Ahmed & Aslam 2011, 02.)

But the question arise that how an employee can work more effectively and efficiently to increase the growth and the productivity of an organization (Abbas and Yaqoob). There are many factors which improve the work of the employee, such as flexible scheduling, training etc. (Abbas & Yaqoob ; Ghafoor, Ahmed & Aslam 2011, 02.)

It is very necessary for the organization to design the training very carefully (Armstrong 2000; Ghafoor, Ahmed & Aslam 2011, 02).

The design of the training should be according to the needs of the employees (Ginsberg 1997; Ghafoor, Ahmed & Aslam 2011, 02).

Those organizations which develop a good training design according to the need of the employees as well as to the organization always get good results (Partlow 1996; Tihanyi 2000; Boudreau 2001; Ghafoor, Ahmed & Aslam 2011, 02).

The term ‘training’ indicates the process involved in improving the aptitudes, skills and abilities of the employees to perform specific jobs. Training helps in updating old talents and developing new ones. ‘Successful candidates placed on the jobs need training to perform their duties effectively’. (Aswathappa 2000, 189; Kulkarni 2013, 03.)

Brown stated that, best companies realize that only through effectively and continuously developing and training their employees can they acquire the core competencies needed for competitive advantage and flexibility. In addition, these companies are realizing the benefits of self-development by encouraging a work habit of reflection and learning. In these companies, learning is built around action rather than theory. Instead of learning about strategic planning or marketing, participants develop a strategic plan or a marketing proposal for their own department. (Brown 2008.)

The most effective training and development programs today have the following features incorporated:
Strategy driven: All training and development programs cascade down from the overall strategic goals. No programs are developed and implemented unless they produce results that are identified as critical to the strategy or business initiatives. There should be explicit alignment between programs, learning objectives, and business objectives. (Brown 2008.)

Positive cost/benefit ratio: Training today is not only strategically linked, but is also subject to the same measurements as every other business activity. It must show a return on the investment, either in the long term or the short term. Best companies now realize that many training and development initiatives take years to fully achieve their goals. These timeframes, however, are identified up front, where possible, and the programs evaluated at that point. (Brown 2008.)

Supported by key strategies, systems, structures, policies, and practices: Organizations that receive a true return on their learning investments ensure that learning is aligned with and directly supported by key areas such as organizational structures, lines of authority, decision making, values, planning, budgeting, career development, information sharing, compensation, performance management, rewards and recognition, staffing, recruiting, and succession planning. These direct links help to both set boundaries and reinforce desired results. (Brown 2008.)

Driven through many channels: Leading organizations investigate and utilize multiple modalities such as the classroom, workplace, blended learning, eLearning, technology support tools, and co-workers to ensure that people get the right skills at the right time, in the right way, and at the right cost to succeed. Modalities are selected to match specific learning styles, business issues, budgets, and cultures. (Brown 2008.)

Maximize employee ability and potential through shared accountability: Best companies are tapping the ability and potential of their employees through self-directed training and development. Employees are encouraged to identify their own needs, create individual learning plans, and to seek learning opportunities. Depending upon the kind of culture an organization is trying to create, the responsibility falls on the individual, his/her boss, his/her peers, and the organization. Training strategies are aimed at knowledge retention and transfer to the workplace, enabling employees to be more effective and to acquire more skills. (Brown 2008.)

Work-related training: Knowledge and skills that are acquired through training and development programs are relevant and useful, both to the organization and to the individual's work requirements. Employees only participate in programs that will add to their current and future work effectiveness and that will contribute to organizational success. (Brown 2008.)

Learning by doing: Best companies are training their employees by having them perform "real" tasks and projects in a training environment and on-the-job. Rather than teaching theory and expecting employees to apply it to their own work, these companies are enabling employees to learn in their own way, and often at their own pace, through assignments that closely resemble their own work. (Brown 2008.)

Transferability of knowledge and skills back to the job: One of the most important elements of best practice training [<http://www.lsaglobal.com/about/Training-Best-Practices.asp>] and development is

that it is easily transferred back to the workplace. This is achieved through the timing of the training, the quality of the content, and the quality and appropriateness of the delivery method. Another crucial element to this transferability is the maintenance of the new skill or knowledge once training has been completed. Skills and knowledge that are not used constantly will quickly atrophy. (Brown 2008.)

Linked to other people-related programs and departments: Best companies do not train their employees in a vacuum. In many instances, training is now conducted by line managers, who also perform evaluations, set performance objectives, and draft compensation and promotion systems for the same employees. Even where the training is designed and delivered by a specific function or department, the programs respond not only to organizational needs, but also to individual needs as identified through appraisals, counseling meetings, assessments, and career development plans. (Brown 2008.)

Continuous learning process: To drive lasting change in behaviors and habits, best companies ensure that learning occurs before, during, and after scheduled learning events. The process of doing, reflecting, learning, and doing again never ceases. (Brown 2008.)

Beckhard stated that, organization development is “an effort planned, organization-wide, and managed from the top, to increase organization effectiveness and health through planned interventions in the organization’s processes, using behavioral-science knowledge.” In essence, OD is a planned system of change. (Beckhard 1969, 09; Robert & Mitchell 1995.)

Organization development is a system-wide application of behavioral science knowledge to the planned development and reinforcement of organizational strategies, structures, and processes for improving an organization's effectiveness (Cummings & Worley 1997, 1; Swanson & Holton 2001,260). Organizational leaders need help in their quest for sustainable performance” (Beer & Nohria 2000; Swanson & Holton 2001, 260).

Human resource development encompasses activities and processes which are intended to have an impact on organization-al and individual learning. (Stewart & McGoldrick 1996, 1; Wilson 2005, 10)

Organization development is the attempt to influence the members of an organization to expand their employees with each other about their views of the organization and their experience in it, and to take greater responsibility for their own actions as organization members. The assumption behind OD is that when people pursue both of these objectives simultaneously, they are likely to discover new ways

of working together and they experience more effective ways for achieving their own and their shared (organizational) goals. When this does not happen, such activity helps them to understand why and to make meaningful choices about what to do in light of this understanding. (Cliffs & Hall 1984, 02, 03; McNamara.)

Individuals experience an increasingly competitive and hostile job market in which they must be concerned with developing and marketing their human capital (Hall 1996; Schats 2007, 03). Individuals need to develop general skills to increase their mobility to other jobs. Development of individual skills is now seen as an integral part of the employment relationship. (Rousseau 1995; Schats 2007, 03)

Because of the different interests of the employer and the employee – the employer wants to retent the employee and the employee wants to develop his skills and talents for the competitive labor market – this research field is interesting to investigate more closely. The challenge for employers is to discover ways to retent the employees and to in-crease the organizational performance. Training has been identified as an example of a human resource management practice that contributes to gains in competitive advantage (Schuler & MacMillan 1984; Schats 2007, 03). The importance of the recruitment and retention of qualified and quality employees is enormous. In the most organizations' human resource development systems personnel training is the cornerstone (Nordhaug 1989; Schats 2007, 04).

The neo-human capital theory approach states that enterprises train in order to improve the adaptability and flexibility of their workforces and their responsiveness to innovation (Bartel & Lichtenberg 1987; Kabir 2010). Human resource management (HRM) theory has viewed training and employee development as a means of engaging the commitment of employees to the enterprise ([Rainbird 1994] Heyes & Stuart 1996; Kabir 2010). The initial formulation of a theoretical framework for HRM came from the Harvard business school in the early 1980s. (Beer et al. 1984; Kabir 2010.)

Employee performance is the important factor and the building block which increases the performance of overall organization (Abbas & Yaqoob; Ghafoor, Ahmed & Aslam 2011, 63). Employee performance depends on many factors like job satisfaction, knowledge and management but there is a relationship between training and performance (Amisano 2010; Ghafoor, Ahmed & Aslam 2011, 63).

4 THE METHODOLOGY

This chapter describes the methodology used for the semi-structured, survey research study. The objective of the study was to determine and establish the relationship between organizational measures taken for training and development of employees and its impact on the development of the organization. The study however, will also suggest a model for organizational development.

The chosen organizations were related to manufacturing, customer service and an educational institution. The three selected organizations/companies were:

Centria UAS (University of applied sciences)

Osuuskauppa KPO (Kokkola)

HUR Oy (Kokkola)

HUR is a manufacturing company. They produce health and exercise equipment. Also, they have operations in the medical field, science research and technology. Centria University of applied sciences is an educational institution with the experience of thousands of international students and finally the third organization Osuuskauppa KPO. It's a customer oriented organization mainly working in the retail industry.

Why did I choose these three different types of companies? To experience and observe the dynamic and different changes in employees working style. The different organizations were selected to give a broader picture of the training and development.

The interviews were preplanned and confirmed the time and venue by e-mail with the head of the concerned departments. The first interview was conducted on 13 November, 2017 with the rector of Centria university of applied sciences at Kokkola campus. The duration was about 35 minutes approximately. The second interview was conducted on 17 November, 2017 with the HR director, manager of Osuuskauppa KPO Kokkola. The duration was approximately 35 to 40 minutes. The third interview was conducted on 24 November, 2017 with the head of the production department at HUR Oy Kokkola, the interview was about 20 to 22 minutes approximately.

For, the study five elements of training and development were selected and their effect on the organizational development were studied (Table 1) shows the described relationship of elements. Semistructured questionnaires were used to get the concrete and in depth information about the organization's

training programs. Also, I got the chance to meet the head of the above mentioned organizations, and personally observe their working style.

TABLE 1. The five elements of T&D with five elements of OD.

Elements of Training and Development (T&D)	Elements of Organizational Profile Survey (OD)
Education	Communication Skills
Development	Leadership Skills
Skills & Ethics	Interpersonal Skills
Attitudinal Change	Aspiration-Achievement Levels
Decision Making	Problem Solving Skills

In the questionnaire, I asked few questions about each element for better results and understanding about the need of training and development. Each element has questions to know which element is the most effective element, which can affect the organizational development. The questionnaire is given in the appendices.

5 ANALYSIS OF THE INTERVIEWS

After conducting the interviews with three different organizations, I made an analysis of each question asked to the concerned persons.

Education / Communication

In my first question I wanted to know if, the organization has training programs (Action planning, clear expectations) for the employees, or what kind of plans or strategy they had in their organizations.

Manager A said, they don't have as such training schedule for our employees/teachers. Its educational institution so, our teachers are capable enough to do and perform the tasks at their own. But of course we like to encourage our people if they need any trainings etc.

When the same question was asked from manager B of Osuuskauppa KPO, he told that S-group is a customer oriented group, and customer services are the most important element for their survival in the market. So he paid more attention on training programs. And, told that they have different kind of training programs for the employees. They have training programs for the mid managers, summer workers and the other management staff. Then the programs are designed for the employees regarding their background or need based.

Manager C explained that we of course have training programs for our employees and for the newcomers. And we go to those training programs step by step. And it's a process, we make it complete with the passage of time. We have clear expectations and ideas that what our people want in the future. So we have training programs according to the organizational needs.

When comparing and analyzing all the three respondents' answers, I concluded that trainings are given and planned according to the organizational needs. There's always need to find out the gaps between organization's actual performance and the expected or supposed performance that can be filled with the trainings.

Organizations always keep trying for the motivation of their employees. Therefore, to confirm the need of training and development I asked the question to the respondents, if they think that a training pro-

gram should be compulsory for the employees? And if it is then what are the reasons, and if there's no need then why not? What are the general perceptions of the respondents?

Manager A of educational institution expressed his thoughts that According to the organizational need the trainings are designed and then performed. But in Centria university of applied sciences, there is a comparatively less need of training to the employees and teachers. And why it is so, because it's an educational institution. The reason is that everything is planned and well defined according to the Finnish education system. If, the staff/teachers have any issues they have spare time beside their teaching schedule, so they can go through the problems and find the solutions.

Manager B said, trainings are important for the employees. He agreed with the employees' training and to monitor their daily activities through supervision. I observed that in Prisma, trainings are the part of employees' daily routine. The different courses are conducted such as sales personnel, related to purchasing and handling the bills etc.

Manager C agreed with the employee training and considered it the compulsory part of their job. In their training record, they had records for all the trainings, which they conducted recently.

In my opinion, it was really difficult to deny the needs of the trainings, because they are very important at all levels for the people's understanding. To adopt the changes and run a system we have to train ourselves either taking the trainings by the professionals or if we learn it by ourselves, which is more likely dedicate yourself to the special purposes.

After getting some ideas about the importance of training needs I was actually looking for the next impact of the training on the employees' communication skills. Therefore, when I said, will the training improve or enhance the communication skill among the employees and the management at all the levels of the organization. The respondents explained me in the following way:

Manager of the Centria University described, as it's an educational institution, and communication is the main key factor to run this organization, communication is done among teachers and students for different purposes in their daily life, so it's already a training program (such as, giving lectures, discussions on studies, and explain issues regarding different projects)

Manager B shared his thought that people working at the bottom level and the mid managers, supervisors, have proper information through the company overview training program. This makes the flow of information easier in certain situation where they need some help.

Manager C already described the importance of the training of the employees and considered as it is very important for the growth of the organization. I got a clear idea that employees get a clear overview about the organizational structure and the management team, so in future they will know that to whom they should contact for any issues. Regarding the communication and respondents shared views, training enhances the communication skills and make smoothly the educational activities in a proper flow.

Development

Development is another success key factor which is acquired by the trainings, I had some questions regarding the development of the organization. I asked this question to the interviewers about their personal and professional point of view with the importance of the organizational development. I asked them if they think training helps to improve organizational development.

Manager A told me, that compared to the other organizational sectors, and in educational field the development is more focused on the personal observation and thinking style of the people. Employees and the management of educational organization always need to look at the situation and observe their surroundings, structure wise, academic activities and student feedback can help to develop the institution.

Manager B liked to say in this way, it's a main key, when the people get the best training and they know the most advance and newest things how to work with. It develops the whole organization. It's the one really important factor. The more you give, the more you get. It's more like an experiment with one branch and in case of improvement. Implanting the same ideas to other markets, for the same purpose or the better results.

When asking manager C the same question, he shared his point of view and said it's improving the organizational growth day by day. If we can get the best training for the new employee they would be faster than the untrained people.

I felt that the importance of the training is really considerable by all the respondents, regarding the organizational growth and development. They do care about the people, structure and the market.

Development is done when the proper supervision is provided where it is needed, so to know the importance of the supervision given to the employees I asked the respondents to share how they do it? I wanted to know if it's being provided on the spot or training programs are arranged by internal or external sources.

Manager A thoughts were, if we can have some better improvement by training so we just go for that. But it's really a need based thing. If we think teachers need training about some software update in their system, then our IT people go and train them for that specific issue. So mostly they manage it on the spot, or IT people can just go to the teachers' place to provide them the solution.

Manager B told me, that the employees have to take their own responsibility. You cannot rely always on the company that the company is going to give a training. We actually believe before hiring a person for the suitable job, we test the person. That if s/he is suitable for the job or not, or if s/he is a skilled worker or not.

Manager C added the value to the question by saying that. HUR is a multinational company, and have operations in different countries. We have very well experienced team of the workers in the different departments. If we talk about production, purchasing, manufacturing and electronics. We have a supervisor or trainer on every new hiring/comer. We also have different working manuals for the employees, which are compulsory before they get to work.

All the three organizations have internal supervisors or trainers to give the basic trainings to their employees. If there's need or some new ideas introduced in the market for the growth of the organization, then they consider their employees to take trainings from the different sources such as Kpedu and some local schools in Kokkola.

Organizations are doing a lot to meet the local and international standards and a better reputation in the markets. There comes the need for implementation of ISO system, and I asked this question to the interviewers that do they have or feel that, they need to have a ISO system, for instance for the employees safety and training needs or working manuals.

Manager A told that, the management thinks there's no need for the ISO system in our school. But in future some working manuals can be defined for the general employees and for the teachers.

Manager B told they have some safety measures and working manuals for the employees and for the trainers also, but don't have as a developed ISO system. He added some information that the S-group has some ISO system, but they are affiliated only with some of the car manufacturing or sales companies, not with grocery markets.

Manager C told that HUR is a manufacturing company. they think that the ISO system is an essential part of our business, as they deal with local and international customers or suppliers. There is always need for the international standards to follow. For instance, environment and health and safety measures etc.

My question about ISO system implementation, gave me a clear image and explained that the need for the ISO system varies from organization to organization. Mostly the manufacturing organizations have a concern with the ISO system.

Skills and Ethics

The element of skills and ethics has its own value in any organization which is important to run the system smoothly in a durable working condition. So, I asked a question from the managers of concerned organizations that, are the managers and supervisors properly trained in the coaching skills and techniques? And what kind of skills are they trained in?

Manager A agreed on that, there's specifically no need for the particular supervisor to train the employees. As it's the daily activity in the life of the teachers, and IT technicians in Centria university of applied sciences are always there to resolve the issues. Teachers and the technical people are real supervisors and coaches in our organization.

Manager B also did agree with the manager A that they don't have any specific internal trainers or coaches. He said that we have on the job managers and line managers, who analyses and look after the people . Of course they have some external links with the professional education schools such as KPEDU and some local schools for the training purpose.

Manager C agreed with the question. He said that, we have a solid training program system in our company. Which are taken step by step according to the employees need and demand for the promotion and company growth. We have supervisors and trainers for every new employee, who is hired.

Organizations get some feedback and conduct in house training programs to support their employees, for their better understanding and learning. I asked the question to the respondents that how skills development can be supported through workplace learning and training?

Manager A said, “we think that it’s more related to the operational activity and they have only some supervisors on operational level who can guide the teachers.”

Manager B said, “Prisma focuses more on learn it by doing. We simply think that people don’t have to be at school in some cases to learn the general things. They can spend their time at their job for some theory, and then doing it practically. And they spread the awareness to other employees, when they do it personally.”

Manager C said, “we can’t learn everything in the schools.” So our employees need to learn some additional things. Our People are coming from different backgrounds and the areas of expertise. There we have a need to educate them to enhance the skills.

Learning by doing is the best practice in my opinion. I can say that, spread the awareness by communicating at work place and do the right things.

There is a strong need to know the business ethics in any organization, regarding the customers’ expectations and market survivals. Therefore I wanted to know, what were the interviewers thoughts about the importance of business ethics in any organization.

Manager A said that, being an educational institution, there is always need for the ethics in every way in our organization. If its management, administration or teaching, there are teachers who have solid ideas and especially backgrounds in business ethics studies.

But, Manager B told that they are customer oriented organization and that they have to think about ethics in every way. Then if it comes regarding the customer service, products labeling and selling and

to provide the right information to our customers.”We can’t hide any legal information from our customers.”

Manager C said, they really understand the importance of business ethics and business code of conducts. We have product promotion programs conducted twice in a year , where our trainees and the sales persons explain about our products to the customers. So everything related to the products are briefly explained to our customers. Such as pricing, material and manufacturing of the products etc.

I realized a strong need for the business ethics in any organization to run their business smoothly and operate in the market. It directly affects the organizational sales and the corporate values.

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Attitudinal Change

Positive attitude towards working environment and for the health of the organization is very important. People get inspirations from the colleagues and the managers. Here I asked the question to the respondents about if the executives in your organization lead by examples? For instance, management working style / behavior in general.

Manager A said . “Well of course examples are set by the executives/teachers just by their doings. I believe educational institutions actually construct the base of an employee to be a successful in the life both professionally and socially.”

Manager B shared his views, by saying “Prisma thinks it’s the most important element in the success of our organizational development. Manager’s working style is being followed in every way. Professionally and socially people are leading by leaving the good examples and encouraging the other people to do even better.”

Manager C said, we have a reputation in a market of health related equipment. We think our progress is possessed in our teamwork. We work together and everyone in the team plays a very important role. And this is how we develop the new managers and line managers and the other staff members.

Training has a powerful impact on employee's personal and professional life. It gives courage to do more so to know the importance of motivation I asked the question to the interviewers that, do you think training has an influence on motivation.

Manager A told that, in Centria university of applied sciences, students are motivated by encouragement of the teachers, to perform well in their studies. Which is important for their educational career and professional life.

Manager B added his point of view that, "it's really nice to see people. When they have some kind of training and they come back to the workplace. The enthusiasm they have and then sometimes managers say okay! You have been on training let's check your skills now."

Manager C linked the organization development with training of the employees and the motivation for their own.

In my opinion training enhances the motivation among the employees. As they depend more on their enhanced skills and perform the jobs in a better way.

Decision Making

The last question was regarding taking the right decision for the organizational development. I asked the question to the respondents about, do you think that the training develops a proactive approach to solve the problems with new ideas.

Manager A thought that, "not only a single idea can help to resolve the issue, but different approaches to solve the problems are actually the best practices. We say welcome to the new ideas in Centria university of applied sciences." Just keep doing the things in a right way can provide the best solution and plans for the future.

Manager B had a point of view, the things are done in a better way, if you have plans about how to perform the tasks. And they believe that success of one organization or branch can be implemented to another branch or organization in grocery market to get the similar or better results.

Manager C gave an idea, when you get the education you get the possibility of growing in that particular field such as, doing and assuming the results in an advance. Employees always give the best ideas when they are better trained and sharpened in the job related skills.

Trainings are done for the betterment of the organizations. It also enhances the proactive approach of doing the things in a right way.

6 SUGGESTED MODEL

All three selected organizations had a focus on training and development programs and they were well aware of the importance of the trainings factors they have created. I would suggest and recommend them to continue and follow the training and development programs.

It was the study to know that how organizations improve current or future employee performance by providing the right trainings. The organizations usually bring the development change by training of their employees and through motivations.

The need for training and development (FIGURE 2) is determined by the employee's performance deficiency, computed as follows:

$$\text{Training and development needs} = \text{Standard performance} - \text{Actual performance}$$

Suggested Model



FIGURE 2. Suggested Model.

7 CONCLUSION

By personally interviewing the concerned people of the organizations, I have come to this conclusion that training of the employees is very important for the organization. Training can increase productivity, improve quality, organizational commitment and helps the company to fulfill its future personal and organizational needs. During my thesis study and research about the training and development. I also found out that training needs vary from organizations to organization.

The retail and manufacturing organizations have a deep concern with the organizational growth and they keep changing it by giving trainings to their people, whereas the educational institutions are already well equipped with the newest technologies and developed systems to fulfil their their current and future needs. So the change in behavior and the current market demands triggers the need of training in both of the organizations.

I have some points which can enhance the importance of training and development;

- ❖ Set up the development programs covering career planning, workshops, and coaching sessions.
- ❖ Encourage staff at all levels to pursue career enhancing qualifications.
- ❖ Train as a member of staff to mentor and support young trainees.
- ❖ Organize a team leadership forum to provide an opportunity for talented employees to work together on team leadership projects and to engage with other areas of the business to support organizational change and personal development.
- ❖ Address personal development issues in training, such as, stress management, time management, planning and goal setting, team building, interview skills, resolving conflict, and personal development plans.
- ❖ The provision of feedback to employees after training is recommended in order for employees to become aware of areas where they can improve their performance.
- ❖ Employees should be provided with effective training in order to reduce the time spent by managers on supervising employees.

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Hello ☺

I am working on my final thesis of BBA. My objective is:

“To describe the relationship between training of the employees and its impact on Organizational Development and to measure the influence of training and development on employees’ attitude to respective workplaces”.

I would like to conduct a survey based on the questionnaire with your company’s HR department, including HR managers/Training/HR Generalist /coach or HR Specialists.

Here are the five elements of training and development, my questionnaire is based on:

- **Education**
- **Development**
- **Skills & Ethics**
- **Attitudinal Change**
- **Decision Making**

NAME: _____ DEPT/POSITION: _____

Q: What’s your education?

Q: Professional working experience?

Questionnaire

The following questionnaire has been designed on training and development factors to find out what factors most affect organizational development and how the training is being transferred to the employees.

Education/Communication

- 1) Do you have training programs (Action planning, clear expectations) for the employees?

- 2) Do you feel a training program should be compulsory for the employees?

a) If yes, Why b) If No, why c) Can't say

- 3) To which extent Training programs enhance the communication? (general overview)

Development

- 4) Do you think training helps to improve organizational development?

5) Do you think training should be given or arranged according to the needs? Such as:
On/Off the Job

Internal/External

6) Does your company have an ISO system? Such as:

Safety measures

Training need

Working manuals

Skills and Ethics

7) Are the managers and supervisors properly trained in the coaching skills and techniques? What kind of skills they are trained in?

8) How can skills development be supported through workplace learning and training?

9) Does your organization offer training programs in business ethics? If no, why not?

Attitudinal Change

10) Do the executives in your organization lead by example?
Managers working style/ Behavior / In General

11) Do you think training has an influence on motivation? If yes, how?

Decision Making

12) Do you think that training develops a proactive approach to solve the problems with new ideas?

Thank you for taking the time to give me an interview. Additionally, if there is anything else you can provide, such as references, background information or work samples, it will add more value to my work.