

# CONTINUOUS TRAINING – A NECESSITY FOR GOOD ORGANIZATIONAL PERFORMANCE

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## **Abstract:**

*One of the main objectives of every organization is to have the best employees and the most qualified. Most of the time this requires intensive training programs for the employees and substantial costs for the organization, in order to have the best and the most qualified people in a certain field of activity.*

*Another important aspect also refers to training, but this time from the employees' perspective. Everyone would like to become a specialist or to benefit from intensive training programs, because experience, along with this type of programs lead to a solid and prosper career.*

**Key words:** training, career, organization, performance

**JEL classification:** M53

## **1. Introduction**

The ability to effectively manage change derives from an articulated programming process of intangible resources available to the organization and that substantially refers to people, their emotional intelligence, wisdom, individual skills, training these people and also the structural and organizational functionality of learning systems.

Proper management of human resources is a value to organizations because it makes them unique in market assessment, strengthening them in turbulent phases, for it allows them to come up with new innovations in human resources management methodology.

Therefore, innovation in human resources is the new engine of organizations, as this increases the horizon, developing distinct skills, maintaining and strengthening the organization's competitive profile. Therefore, innovation in human resources is the new engine of organizations, as this increases the horizon, developing distinct skills, maintaining and strengthening the organization's competitive profile.

It is also imperative to talk about career management, because it is a relatively new concept, under this name, and in terms of organization it plans and shapes the progress of individuals within an organization according to the assessment of organizational needs, as well as performance, potential and individual preferences of its members. From the employees' perspective, career management is the process of designing and implementing goals, strategies and plans that enables organizations to meet human resources needs, and individuals to fulfill their career goals.

Although, ideally, planning and training program of organizational human resources should include all employees, human resource management practice proves that this is very hard to achieve. First, the costs are very high to train all employees, and secondly, some employees simply do not wish to participate in that process. Therefore, the organization must identify, first, workers that wish to know and discover their

abilities, skills or development opportunities, that accept the necessary training and try to assume greater responsibilities.

## **2. Organizational development to change and to improve organizational performance**

Organizational development is a special approach to organizational and cultural change, in which employees formulate and implement the change, usually with the help of a trained facilitator, or with an intensive training program. Organizational development has three distinguish characteristics:

1) it applies behavioral science knowledge in order to improve the organization's effectiveness, especially through employees, because if they are effective and motivated then the organization will develop and reach a certain performance level;

2) it changes the organization in a particular direction – this direction is established by each organization based on its needs, some may choose to improve the problem solving system, others to improve effectiveness, quality work or even effectiveness among employees;

3) it is based on action research, this is an interesting characteristic because it involves the employees of an organization. Practically, it is a brainstorming activity in which consists of collecting data about a certain department, organization or even a group of employees, then present that data back to the employees. The employees analyze the data and develop hypotheses regarding the potential problems of that unit and of the solutions.

The range of organizational development applications has increased over the years. Organizational development started with human process interventions, because every organization knows, or should know, that its results a good organizational performance could not be positive ones unless they value and respect the most important component – human capital. These human process interventions aimed to help employees understand better and change their own and others' values, believes and attitudes, thus improving the organization and its development.

The human process applications aim at improving employees' human relation skills. The main objective is to provide employees the insight and the skills they need to analyze more effectively their own and others' behavior. With this new insight, they should be able to solve more intelligently interpersonal and inter-group problems. The classic techniques used in this direction are sensitivity training, survey research and team building. In order to successfully apply either one of these techniques in an organization, employees need some form of previously training to understand and to be able to apply them.

Sensitive training was one of the earliest techniques used in organizational development, it is also known as laboratory training or t-group training. It aims to increase the participant's insight into their own behavior as well as the behavior of others by encouraging a strong and free communication and freely expressing feeling among the training group. This training group consists of ten to fifteen people that meet away from the job. The focus is on the feeling, ideas and interactions of group members. The participants to this experiment, if we may call it that, are encouraged to portray themselves as they are now, in the group, rather than in terms of past experiences. This type of training is very personal and controversial, at the same time, so over the last years the usage of this training technique has markedly diminished.

The action research of organizational development is most evident in team building, which is a special process that improves a teams' effectiveness. The team leader, this is a person that facilitates the team building process, he act as an intermediate or consultant, collects data concerning a certain topic that needs to be

analyzed and improved and then presents that data to the members of the team. The participants examine, explain and analyze the data and they develop specific action plans or solutions for solving the team's problems.

Survey research is a process of collecting data from attitude surveys filled out by employee, and then the data is presented to workgroups to provide a basis for problem analyses and action planning.

Some companies use survey research to create a sense of urgency. The facilitator (or consultant) has employees throughout the company fill out attitude surveys. Then, he presents the data to top management and to the appropriate group. The survey data provide a convenient method for unfreezing and continuing an organization's management, as well as its employees. This technique provides a comparative and lucid illustration of the fact that an organization has problems.

All these methods we have presented are relatively easy to apply in any organization, but remember that if your employees are not trained in this regard you can not use these techniques, even if you choose not to train all your employees, you still have to train the persons that will play the role of facilitator, consultant or team leader, as you wish to call him.

### **3. Correlation between organizational performance and individual performance.**

Establishing a high correspondence between individual aspirations and expectations with the objectives, tasks and other organizational elements, efforts and decisions, actions and personal conduct is crucial for individual and organizational performance.

Individual performance - refers to those results obtained directly by the employee through he's own knowledge and efforts, which correspond to the aspirations, expectations, goals and tasks that are characteristic of him.

Organizational performance - aims to conduct organizational activities and to achieve business objectives as a result of direct and indirect contribution of employees.

Depending on the results, individual and organizational performance, and incentives are given in the form of rewards and sanctions. Correlating rewards and sanctions, mainly with performance, but also with the attitudes, efforts, decisions, actions and behavior of employees is essential in any organization. When this correlation is performed at a high level, appears an intense satisfaction of economic, cognitive and relational needs of employees. As a result the organization obtains a motivational effect for employees to work harder and better.

Boosting professional development of employees represents a major effect of strong motivation. Also strong and constant motivation of employees is typically reflected in the professional progress accelerated in the careers of employees performing those developments. Another effect of the strong motivation of staff is the partial modification of the structure and size needs. These are often amplified, compared with the previous period, cognitive and relational need and new needs emerge. This ensures more motivational energy to employees, with many positive effects on the individual, organizational and national plan.

After analyzing individual and organizational performance we can sincerely say that we can not delineate one from another. Therefore we can not talk about organizational performance without talking about individual performance, the two depending on each other and influencing each other.

#### 4. Continuous training

In the present competitive context, staff training is of major importance for improving performance and expansion of an organization. The assessment of training needs specific to each job and employee, correlated with the most modern training techniques, becomes a part of the organization's strategy.

Employee training and development aims at identifying, assessing, and through planned training, facilitating the development of core competencies that enable individuals to perform tasks related to present or future positions in the organization.

Once an employee has been appointed to a post, there are used several types of training that allow him to update his skills. For some employees, the emphasis is on technical training (the person is helped to improve his skills in using equipment or technical programs). For others, training involves interpersonal skills (the ability to work with others) or cognitive abilities (ability to think clearly, to plan or solve problems). Other programs are sometimes called training programs, although they are actually educational programs aimed at expanding the vision of a person or understanding the issues and problems that are often essential for the development of people in managerial positions or in certain position in the company.

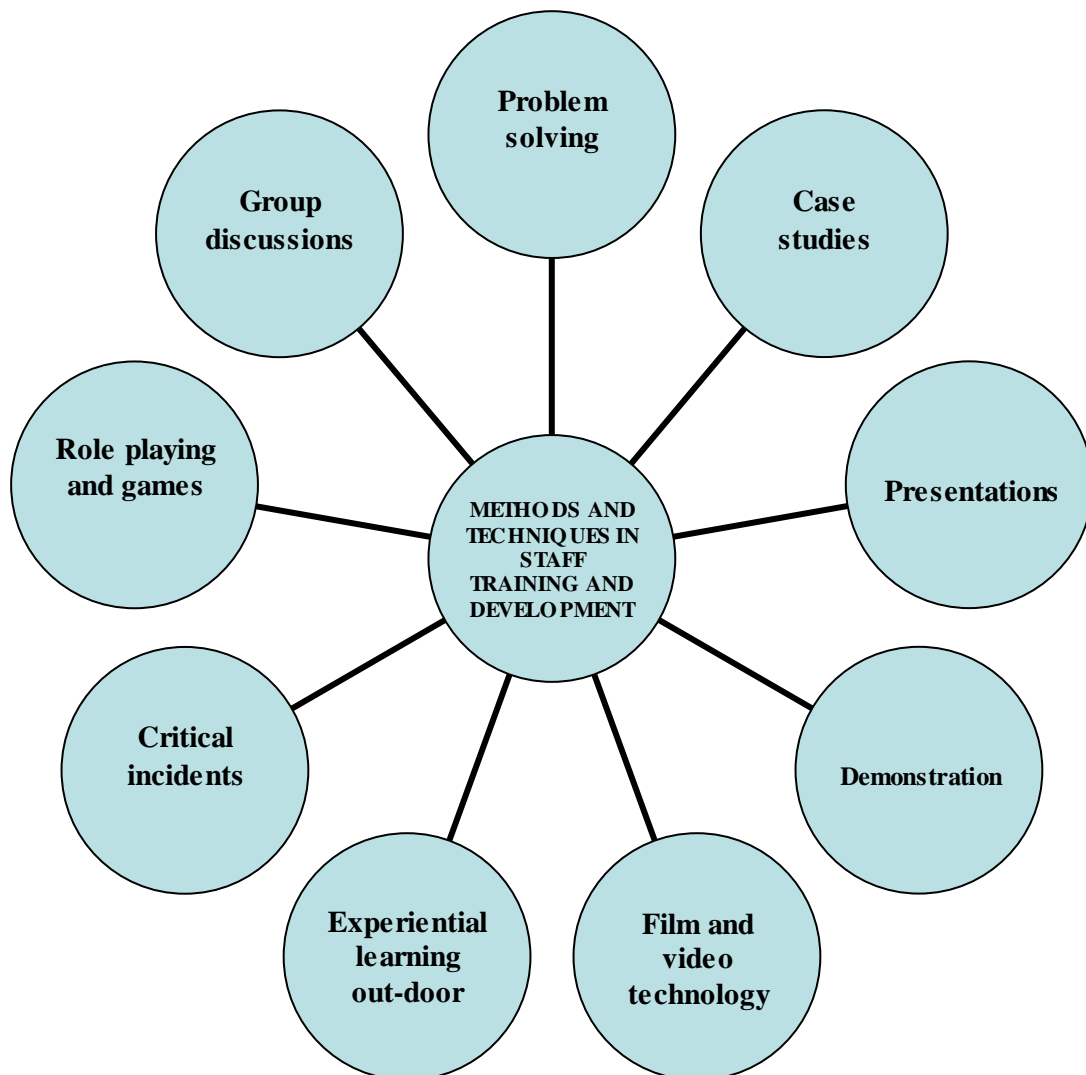


Figure 1 Methods and techniques used in staff training and development

Training programs consist of five steps. The first, or needs analysis step, identifies the specific job performance skills needed; analyzes the skills and needs of the prospective trainees; and develops specific, measurable performance and knowledge objectives. In the second step, instructional design, you produce, decide on and compile the training program content, including activities and exercises. The third step, validation stage, in which the company identifies and eliminates the potential problems in the training program by presenting it to a small representative audience. The fourth step is to implement the program by actually starting to train the targeted employees. Fifth is an evaluation and follow-up step, in which management assesses if the program is a successful one or if it failed.

Staff training and development can be achieved at work and outside the company, using a variety of methods and techniques such as: problem solving, case studies, presentations, demonstration, film and video technology, group discussions, working with documents exercises, role-playing, games, critical incidents, simulations, experiential learning out-door.

#### **4. Conclusions**

For training programs to be effective it is useful to integrate them into the general policy of the company in the field and to be preceded by a job evaluation and an evaluation of the persons occupying them in terms of compatibility knowledge, skills and attitudes required and held by each employee.

The association HR Club conducted a survey entitled “Barometer of human resources market in Romania” revealed the fact that in 2010 nine out of ten companies have trained their employees. This is quite a remarkable outcome, in a good sense, because it means that organizations finally understood that organizational performance does not exist without individual performance, and individual performance does not exist without personnel training.

In conclusion we would like to emphasize some important reasons why employees should continue to develop new abilities through training and why companies should continue to train its employees.

Employees should continue to develop new abilities due to:

- marketability - denying opportunities to acquire new skills is equivalent to “career suicide”; in the changing market nowadays, employees must always diversify their skills to be able to perform other duties if necessary;
- activity performance - acquiring new skills enables employees to be more valuable to their organizations, while having a greater safety at work; and, of course, the more a person has more skills at the workplace, the more it increases the likelihood of promotion and raises (in some companies);
- personal development - without a personal evolution, employees stagnate and eventually are limited; they constantly need to acquire new skills in order to “upgrade” themselves.

Companies should continue to train its employees because:

- capital improvement - capital improvement organizations spend millions of dollars modernizing their facilities and equipment and yet so little to modernize their most valuable asset, namely human capital; employee's skills diversification leads to improved production;
- ability to adapt to changes - ability to adapt to changes - as staff has more skills, the entire organization will be able to adapt easier to the changes required by its products and services;

- increasing morale - by constantly perfecting employees will improve productivity; so, how happy employees are more productive, productive employees are more happier.

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