

THE CONTENT AND THE INFLUENCE OF HUMAN RESOURCES TRAINING IN OBTAINING THE ORGANIZATION'S PERFORMANCE

Emanoil MUSCALU¹

Abstract: *In today's society is increasingly putting more emphasis in obtaining performance of organizations in terms of obtaining optimum use of available resources. Among them, a decisive role have the human resources and especially highly qualified human resources. In this sense it becomes necessary the knowledge and application of best strategies in training human resources, capable only in this way to contribute in obtaining the performance of organizations.*

In this paper we discuss both the content and the need of specific aspects of content and the need of human resource training and relating to the methods and techniques of human resource training used to obtain performance of organizations.

Keywords: training of human resources, performance, organizations, human resources management training programs, training methods and techniques.

JEL Classification: M53.

1. Introduction

Any organization features a patrimony of talents, knowledge and experience that is need to be managed. It should enhance the quality of this heritage and to ensure its continuity on training the human resource through the application by the organizational management and human resources management of a specialized systematic transmission system of knowledge and experience gained as well as the needed skills in future development of the organization.

¹ Emanoil MUSCALU, „Lucian Blaga” University of Sibiu, emanoil.muscalu@ulbsibiu.ro.

Professionalized training of employees is, thus, an issue that must cope to every organization that aims to achieve performance. For this, human resources management, as specialized subsystem of organization management in human resources, will consider some factors that influence the training of human resources, of which we retain (Lefter & Deaconu, 2008, p.140):

- extent of changes in the external environment (technological change, new legislative provisions, etc.);
- internally changes (new process activity, new markets, etc.);
- existence of appropriate skills and qualifications in the available workforce;
- the adaptability of workforce;
- the extent to which the organization supports the idea of internally career development;
- the commitment degree of management to the idea that training is an essential element for economic success;
- the extent to which management considers training as a motivator in work;
- knowledge and skills of those responsible for management training.

Many organizations meet their training requirements in a random manner. For this, professional training has a more or less unplanned and unsystematic character. Other organizations begin by establish their training requirements, continues with designing training activities in a rational way, and finally performs an evaluation of the results. These organizations take a systematic methodology for training their employees.

To understand the particularities of this distinct field of human resources management is necessary to clarify and present the contents and the need to train human resources to achieve the organization's performance.

2. The content and the need to train the human resource

The importance of general and specific training is recognized by everyone. Chapman has pointed that a major development in the theory of training came with the distinction between training relevant to a wide variety of tasks and training which more specific to the job and firm - general training and specific training (Chapman, 1993).

The definitions given to the training concept are varied because the specialists that have formulated them are different. But more often, training

is described as a systematic process of acquiring new knowledge, skills and attitudes necessary to perform more effectively the tasks of a particular job, present or future. Training represents the activity with an educational content carried in order to improve the performance of the employee and aims changing at skills and character level.

No matter how trained and experienced would be a potential employee, when is entering in a new organization is needed a training period to learn the specific procedures that will allow it to perform its tasks successfully. In these cases, training is performed by an internal trainer.

When we talk about leadership training, communication and conflict, motivation, management, etc., comes an external trainer specialized in these areas. The central idea is to note, valid in both cases of the training, that an organization, however small or large it is, lives at all times in a balance between its demands and requirements of the individual.

So, we can say that training is the management tool used to offset this balance. For employees, training is a good way to get information about how to improve the structure of the organization. It creates an environment where employees are encouraged to share their thoughts, feelings and ideas about the professional activity because of the atmosphere in which everyone feels accepted and obeyed. A well done training helps the employee to assert, it increases his loyalty to the organization.

Training is a good starting point in improving the employee performance and a strong foundation for communication within the organization.

The systematic approach of training generally involves a logical sequence of activities, starting with establishing a policy of principle and resources needed to support them, followed by a training of needs assessment which ensures the corresponding program and ending with one form or another of evaluation and feedback. In the figure no. 1 is shown this specific sequence of stages of training.

The cycle training presents in a logical sequence of steps with specific impact activities on the proper conduct of the training process. Of course, to have positive consequences, Human Resource Management of some particular organization will determine concretely and objectively registering their activities in this cycle of management training. On the other hand, it will not break the processing training that are fundamental components of achievement and perfection of professionalisation of employees.

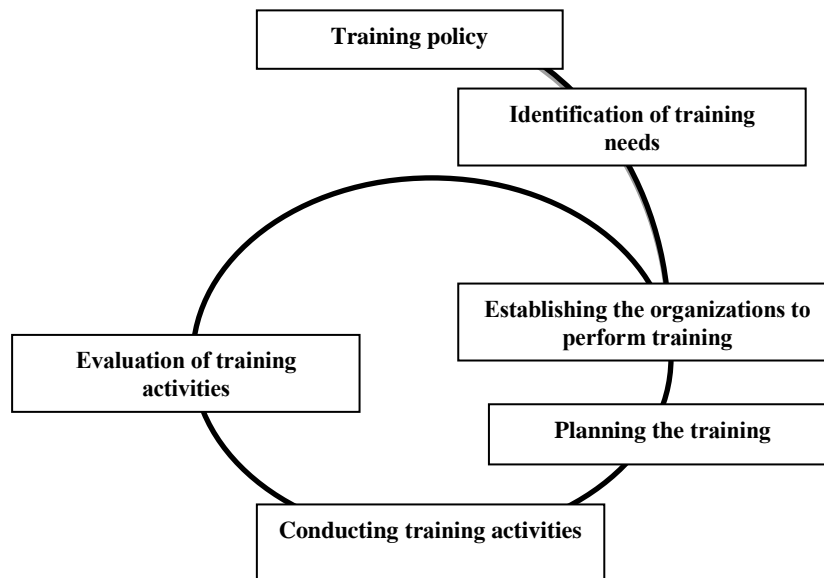


Figure no. 1. Training - Basic Cycle

(Source: Deaconu, Lefter, Manolescu et.al., 2012, p. 29)

Given the maturing of market economy and the requirements that ensures obtaining performance of organizations, the need of training employees is amplified substantially. In this context, a special attention is required in shaping managers and specialists, of which knowledge, skills and behaviors requires a radical renewal.

Organizations that ignore or underestimate this requirement are convicted decrease economic performance and even bankruptcy.

Of course, very important is not only the correct understanding of the content and the need for the training of human resources, but also the adoption and use of the most effective methods and ways, issues that will be discussed below.

3. Programs, methods and ways of training the human resource

Training and development programs, regardless of the organization place, depending on the timing of realization, are divided into continuous and discontinuous.

Continuous programs run in one period, and the interruptions during holidays, being used mainly for training of specialists. Their main advantages are: students focus on the content of the training process, the continuity of the learning process and facilitate a broad exchange of views between participants. The disadvantage of continuous programs for the organization is that the people concerned feel displaced for some time, which causes some difficulties in achieving the departments involved objectives.

Discontinuous programs usually involves two or three subperiods of training in a teaching institution profile, after which the relevant personnel resumes its working in the organization in which they are employees. Its advantages consist in linking more closely of the training process with the organization's activities in reducing problems due to the absence of staff, given shortening of the compact length in which is lacking and promote a quickly change of the management approach.

One type of training that is experiencing a fast expansion in the recent years is the programs organized and conducted within the organization ("on the spot") who can attend a large number of managers and specialists and which contributes significantly to reshape culture and, therefore, increase the overall functionality and performance of the organization.

Knowing the typology of training programs and training the human resource generates at the level of management of human resources questions like:

- How to effectively organize and carry out this process?
- Why is it necessary this permanent investment in people?
- What are the conditions and factors that should take into account the human resources management in managing this process?
- If it is known and what should be taken from the experience in human resource management from other countries and cultural areas to optimize this process, given the characteristics of business organizations?

The first question concerns the set of methods that can be used in the training of human resources, knowing that the qualitative resolution of these processes ensures the personal development of future or current employees, in terms of attitudinal behavior, skills and volitional capacity and of operational tasks. Can be merged the traditional, classic methods with the modern ones, actively.

Among modern methods we note: management simulation, managerial games, incidence method, the battery of tests, of case study, problematizing, algorithmizing. In managerial and economic field, managerial simulation has been developed and used for the first time at the University of Harvard (Pânișoară & Pânișoară 2010, p. 277). These methods fall active participants in the learning process in situations similar to those in practice, they have to make decisions, perform analyzes, prepare papers and trigger similar actions in organizations.

Also, employees are increasingly using technology to access content for learning, and theory development has been outpaced by practice (Brown & Charlier, 2013, pp. 37-49).

From the analysis of bibliographic sources (Nicolescu & Verboncu Ion, 2008, p. 278) shows that staff training process efficiency, of the use of active methods increases when is considering several factors such as:

- program content is closely related to work organization participants in the current conditions of the market economy;
- tackled issues are interested also the superiors and subordinates of the participants;
- the participants to the programs have, in the organization, the freedom and power to use the acquired knowledge, skills and abilities;
- the participants notice the existence of relationships between the use of similar items and achieve individual and department objectives to which they belong;
- staff involved in training programs get the current job satisfaction, which is an incentive for the application of new knowledge and methods.

Taking account of these elements by the senior management and the management of the human resources is likely to promote sensitive both conducting so upper terms of staff training as well as increasing the competitiveness of the organization.

Overall, people who go through the process of training prefers foreign body which presents in their eyes, guarantees of efficiency and a certain independence on using internships results.

The duration of training is related to the importance of the message sent but also of the amounts allocated to each action and the availability of those included in this process. A key issue is the choice of the place for current production in relation to future production.

In most cases, the actions which is equivalent to a full month of work, is the maximum tolerable for the parties concerned, to the extent that training comes to interrupt the productive activity. Do not forget that time spent for training results from an arbitration with the other two restrictions of the individual included in this program (i.e. the time for the self and family life and time spent in the organization's current activity). Even if there is no lower limit, shares with a reduced duration and repeatable over time not seem to be indicated in a learning process and have lesser effects.

The existing possibilities in the training process requires a decision: people abandon or not the current activity to devote to the improvement.

Most often the training is done by:

- The seminar which places topics in a new context and could encourage concentration;
- Periodic conferences that do not interrupt the cycle of productive labor;
- Internships evening (concurrent with work done);
- Full-time internships that replace the current activity and have the same time with it.

Therefore, training plays an importance role in improving quality of employees directly and effect on firm performance through HR outcomes. Finally, organizational researchers studying training and firm performance need to consider the impact of various dimensions of employee training programs, the type of training methods and design, the type of employees trained, time spent by employees in training on firm performance (Thang & Buyens, 2009, p.9).

4. Effects of the human resource training over organizational performance

The knowledge and skills of workers through training have become important as it faces the increasingly rapid changes in technology, products, and systems. Most organizations invest in training because they believe that higher performance will result (Kozlowski et al., 2000).

Therefore, human capital plays a primary source of sustained competitive advantages to a firm because human capital has not only the four criteria but also can not duplicate or bought in the market by competitors. Applying the resource-based view to training suggests that training can provide knowledge and skills for employees and in turn, its might lead to high firm performance (Thang & Buyens, 2009, p.8).

Kozlowski suggest that one of the approaches to organization improvement and development are based on enhancing the knowledge, skills, and attitudes or abilities of the workforce. This may be accomplished through training activities. From this perspective, training is effective to the extent that it directly contributes to the strategy, objectives, or outcomes central to organizational effectiveness (Jackson & Schuler, 1987).

The relationship between training and performance reveals a complex system of relationships which are simultaneously social and economic, as shown in the following figure (Deaconu et.al, 2004, pp. 273-274).

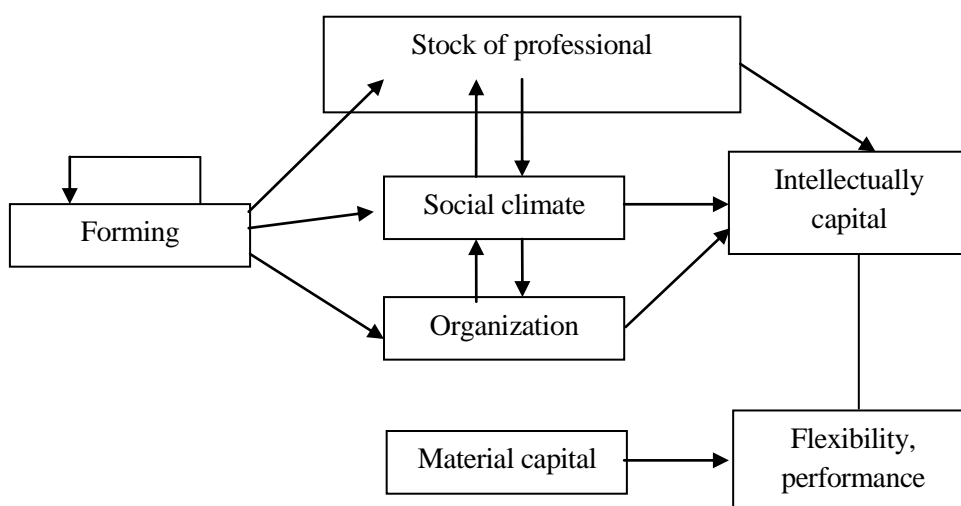


Figure no. 2 - Training and performance improvement of the organization
(Source: Deaconu et.al, 2004: 273-274)

Some of the effects of training the human resource over the performance of the organizations are highlighted below:

- Feedback over trainers: training involves, at least in the time of implementation, a query over deficiencies in the operation of the enterprise. During the course of training, the reactions of involved individuals constitutes an critical contribution to the improvement of the proces,but also the improvement of production conditions. The individuals involved in the process of training constitutes a significant sample of workers; they are particularly available for critical reflection, so their opinion constitutes a valuable contribution.

- Normal growth process of the stock of knowledge through training; here it comes, rather, of improve the effectiveness of the implementation of this stock than its absolute level, which may in limited circumstances to remain unchanged.
- Training can be a remedy for the lack of interest in activity, because: it improves employee relations; it can help to ensure better integration of workers.
- Raising the level of knowledge, even if it does not translate into improved services of the organization place, improve the raising of understanding that have the employees on the operation of the enterprise. The result is an improvement of the organization place, which might translate into a more effective circulation of information, to clarify the relationship, in the best management services, in a smaller number of errors etc.
- Translates the inter-relationships that exist between improving knowledge, social climate and organization and takes what might be called "raising the level of individual culture."
- The effect of raising the cultural level is felt on productivity and add to quantitative variations of material and immaterial capitals to increase the performance level of the organization.

To have more accurate information relating to the determination of training needs of human resources management will have to resort to scientific methods and tools of investigation, such as: observation, survey, interview, content analysis with specific tools - observation sheet, questionnaire, interview guide, analysis of the reports and planning and evidence documents .

We appreciate that the influence of training the human resource over organizational performance is even greater as it creates an appropriate organizational environment and constantly directed towards the quality and effectiveness of this area of human resource management.

Conclusions

Field of training of human resources has seen and will see permanent and dynamic changes, stemming from knowledge-based of the organization, of need to find the best solutions for transforming the organization's management system in an authentic and powerful stimulator of its performance.

No matter how trained and experienced would be a potential employee, when is entering in a new organization needs a training period to learn the specific procedures that will allow him to perform its tasks successfully, and thus to contribute to and enhance performance of that organization.

Thus, organizations must establish and to better design requirements, programs and training methods, and finally to conduct an evaluation of the results.

In this respect, knowledge and application by organization managers and the human resources managers of the best methods and techniques of training resources becomes an indispensable requirement in the present society to obtain the organizations' performance.

References

- Chapman, P.G., (1993). *The economics of treading*. First edition, Exeter: BPCW Whearons Ltd.
- Deaconu, A., Lefter, V., Manolescu, A. (et.al.), (2012). *Dezvoltarea resurselor umane*. Bucharest: ASE Publishing.
- Deaconu, A. et al., (2004). *Factorul uman și performanțele organizației*, Bucharest: ASE Publishing.
- Brown, K.G., & Charlier, S., (2013). An integrative model of e-learning use: Leveraging theory to understand and increase usage. *Human Resource Management Review*, Volume 23, Issue 1, Elsevier, March, 37-49.
- Klein, K., & Kozlowski, S. (Eds.), (2000). *Multilevel theory, research, and methods in organizations*, San Francisco, CA: Jossey- Bass.
- Lefter, V. & Deaconu, A. (coord.), (2008). *Managementul resurselor umane – Teorie și practică, Ediția a doua*. Bucharest: Economica Publishing.
- Nicolescu, O. & Verboncu I., (2008). *Fundamentele managementului organizației*. Bucharest: Universitara Publishing.
- Pânișoară, G. & Pânișoară, I.-O., (2010). *Managementul resurselor umane – Ghid practic, Ediția a II-a*. Iași: Polirom Publishing..
- Schuler, R.S. & Jackson, S.E., (1987). Linking competitive strategies with human resource management practices. *Academy of Management Executive*, vol. 1.
- Thang, N. & Buyens, D., (2009). *What we know about relationship between training and firm performance: a review of literature*. Vlerick Leuven Gent Working Paper Series 01.