

“CHANGING EMPLOYEE’S ATTITUDE THROUGH TRAINING: A LIVE STUDY”

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Abstract

The paper aims to explain how training changes employees attitude and hence organization culture for achieving the high quality service for the success of an organization. It is a descriptive research. The study is conducted through questionnaires and interviews. In the case of Bank of America, their human resources are an essential ingredient for the accomplishment of the mission. Thus, stress and emphasis has to be given to this particular resource by employing strategies that would adhere to the strong principles and philosophies for progress and development of the people at work. This is to be done to ensure of achieving the very same goal for the company. The sure way of focusing on this issue is to value the person at work. Training and development methods should involve some innovative aspects and strategies to make it more influensive and having long lasting impact.

Keywords: development, growth, skills, learning, satisfaction.

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INTRODUCTION

Training plays an important role in human resource development. It comes next to recruitment and selection. In fact, the main purpose of training is to develop the human resources present within the employees. In brief, training is the watchword of present dynamic business world. Training is necessary due to technological changes rapidly taking place in the industrial field. New machines, new methods and new techniques are introduced in the production, marketing and other aspect of business.

Training is for developing overall personality of an employee. It also creates positive attitude towards fellow employees, job and the organization where he is working. Training is the responsibility of the management as it is basically for raising the efficiency and productivity of employees.

The purpose of training is to achieve a change in the behavior of those trained and to enable them to do their jobs in a better way. The trainees will acquire new manipulative skills, technical knowledge, problem solving ability or attitudes etc. training is not a one step process but is a continuous or never-ending process. Training makes newly recruited workers fully productive in the minimum of time. Even for old workers, training is necessary to refresh them and enable them to keep up with new methods and techniques. In short training is the act of improving or updating the knowledge and skill of an employee for performing a particular job.

OBJECTIVES/PURPOSES OF EMPLOYEE TRAINING

- To raise efficiency and productivity of employees and the organization as a whole. This means to maintain and improve the work performance of employees.
- To create a pool of well trained, capable and loyal employees at all levels and thereby to make provision to meet the future needs of an organization.
- To provide opportunities of growth and self-development (career planning) to employees and thereby to motivate them for promotion and other monetary benefits. In addition, to give safety and security to the life and health of employees.
- To avoid accidents and wastages of all kinds. In addition, to develop balanced, healthy and safety attitudes among the employees.
- To meet the challenges posed by new developments in the field of science and technology.

- To improve the quality of production and thereby to create market demand and reputation in the business world.
- To develop positive attitude and behaviour pattern required by an employee in order to perform a given job efficiently. In other words, the purpose of training is to improve the culture of the organisation.

LITERATURE REVIEW

Kraiger et al. (2004) discovered that among organizations participating in the American Society for Training and Development Benchmarking Services, 75 per cent measured training reaction, 41 per cent measured learning, but only 21 per cent measured behavior and only 11 per cent organizational results.

Vermeulen (2002) reframed the concept of training transfer from the predominant view of one-way movement (from learning to more learning and/or to practice). She advocated a two-way framework or a 'recurrent' process of learning and performance that takes place both in the context and in the work context. The two-way training transfer framework eliminates the transfer gap and substitutes it with a transfer membrane separating and connecting two contexts that continuously interchange: the training context and the work context.

The Industry Training Amendment Act (2002) has given Industry Training Organisations a number of new roles which are relevant to economic growth. The development of strategic training plans could improve the functioning of labour markets, through the assessment of current and future skill needs of the relevant industry. Promoting industry training may result in a "recruitment" effect, for example attracting people not previously in the labour force into employment. However, these two aspects have not been considered in detail in this report.

Blanchard et al. (2000) studied training evaluation practices at both management and non-management level in Canada through a survey of 202 organisations, employing a total of over 4,70,000 employees, thus representing a significant portion of the Canadian workforce. The survey data indicated that only one-fifth of the Canadian organisations evaluated their training as suggested by academic standards. The researchers presented practitioner perspective as a supporting rationale for the survey results.

Dearden et al (2000) the production sector of UK found that raising the proportion of employees trained in an industry from 10% to 15% is associated with at least a 3 percentage point increase in the value added per worker.

Lewis and Thornhill (1994) examined the relationship between training evaluation, organisational objectives, and organisational culture. Explicit recognition of organisational objectives linked to an integrated approach to training evaluation will certainly improve the effectiveness of evaluation. The absence of or ineffective practice of training evaluation within so many organisational is directly related to the nature of organisational culture.

Bramely (1992) believed that behavioural change is introduced through training evaluation and he presented a three part approach:

- Evaluation of training as a process
- Evaluation of changes in knowledge, skills, attitudes and levels of effectiveness
- Various approaches to evaluation such as interviews, surveys, various methods of observing behaviour and testing.

Flippo (1961) differentiated between educations and training, locating these at the two ends of a continuum of personnel development ranging from a general education to specific training. While training is concerned with those activities, which are designed to improve human performance on the job, that employees are at present doing or are being hired to do, education is concerned with increasing general knowledge and understanding of total environment. Education is the development of human mind, and it increases the power of observation, analysis, integration, understanding decision making and adjustment to new situations.

RESEARCH METHODOLOGY

RESEARCH OBJECTIVES:

- To study how training brings high quality of service in both employee as well as organization.
- To do an in-depth analysis of the methods of training used to bring efficiency & effectiveness into the system.

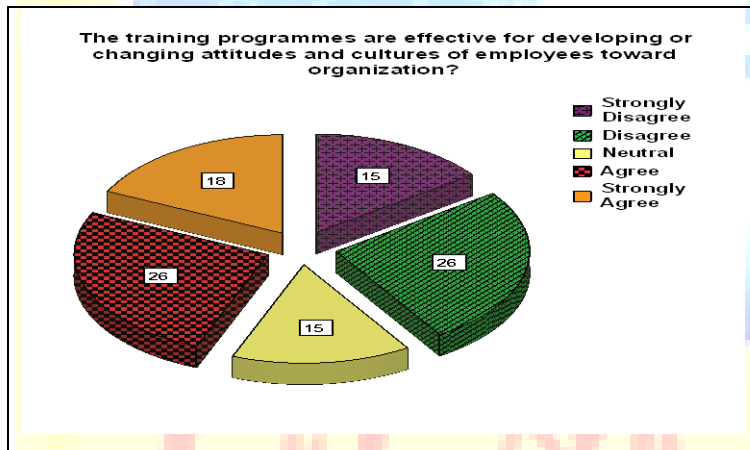
RESEARCH DESIGN:

- Type of research: The following is a descriptive research. With the help of the data collected an attempt can be made to know the cause of employee retention.
- Data collection & analysis techniques: The study is conducted through questionnaires and interviews. The data collected have been analyzed with the help of graphs and pie charts.
- Sample Size: The sample size of the study is 100.
- Design of the Questionnaire: Likert Scale has been used.

DATA ANALYSIS

Q-1 The training programmes are effective for developing or changing attitudes and cultures of employees toward organization?

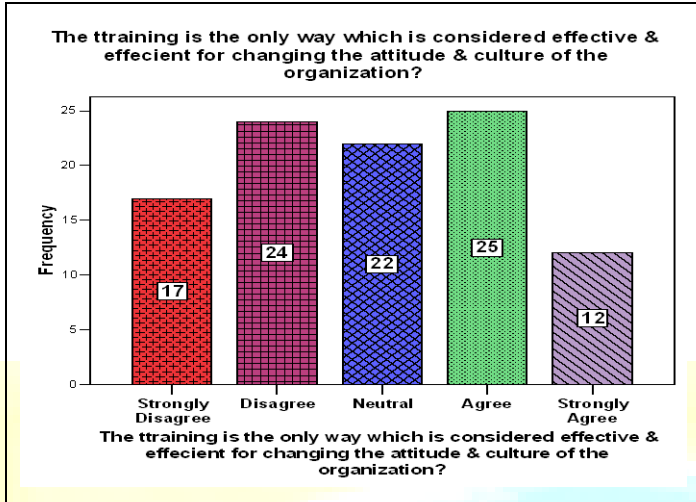
<Figure 1>



Interpretation: 26% of the employees in bank of America have the opinion that the training is effective for the development of attitude & culture toward organization.

Q-2 The training is the only way which is considered effective & efficient for changing the attitude & culture of the organization?

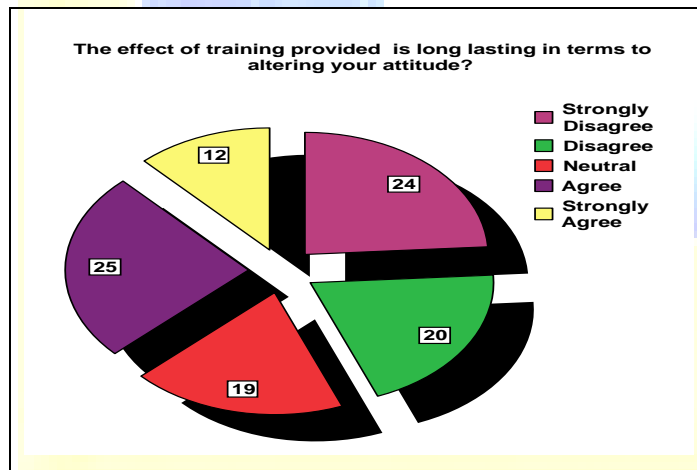
<Figure 2>



Interpretation: Approximately 25% of the employees have the opinion that they are agree training is the only way which is considered effective & efficient for changing the attitude & culture of the organization.

Q-3 The effect of training provided is long lasting in terms to altering your attitude?

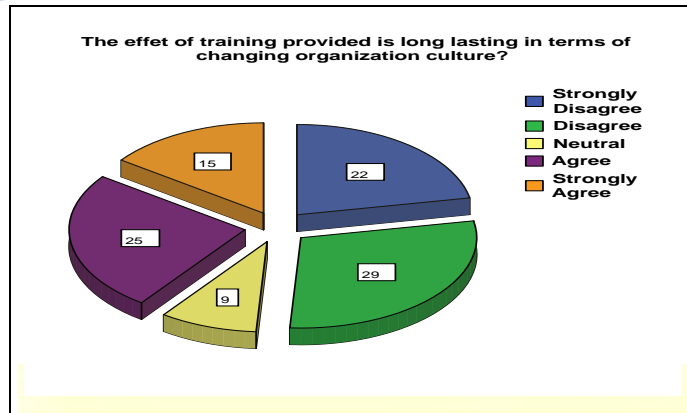
<Figure 3>



Interpretation: About 25% of the employees are agree with the fact that training provided about to them in bank of America is sufficient and influential enough to have an long lasting effect in terms of altering their attitude.

Q-4 The effect of training provided is long lasting in terms of changing organization culture?

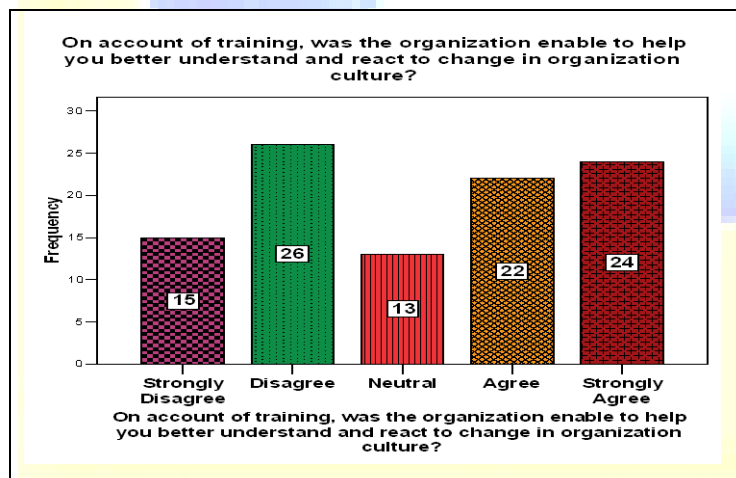
<Figure 4>



Interpretation: 25% of the employees have the opinion that they are completely agree with that training effects the culture of the organization culture but about 29% disagree because they have their own thinking regarding the training procedure provided to them.

Q-5 On account of training, was the organization enable to help you better understand and react to change in organization culture?

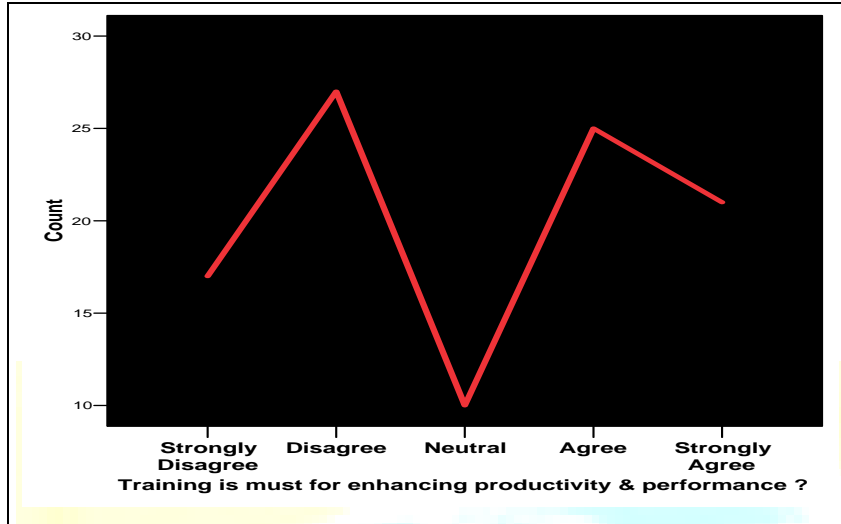
<Figure 5>



Interpretation: About 24% of the employees strongly agree with the fact , but about 26% disagree as they think training can be made more effective and interactive by implementing the feedback employees and management people provided to the organization.

Q-6 Training is must for enhancing productivity & performance ?

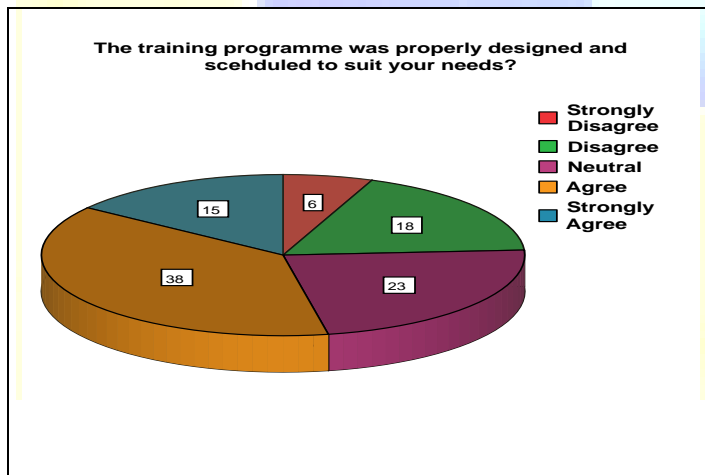
<Figure 6>



Interpretation: The line graph drawn clearly reflects that 25% employees agree on the fact that training is indeed must for enhancing productivity and performance , but many other have their on opinion that their could be better time saving and cost effective measure then this.

Q-7 The training program was properly designed and scheduled to suit your needs?

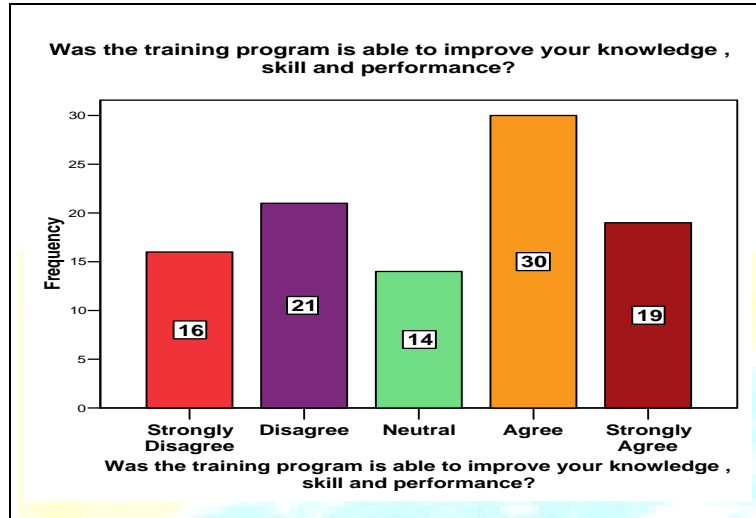
<Figure 7>



Interpretation: About 38% of the employees agree that the training provided to them is properly designed and scheduled to meet their needs which gives them a sense of satisfaction and motivation to achieve their tasks and responsibilities.

Q-8 Was the training program is able to improve your knowledge, skill and performance?

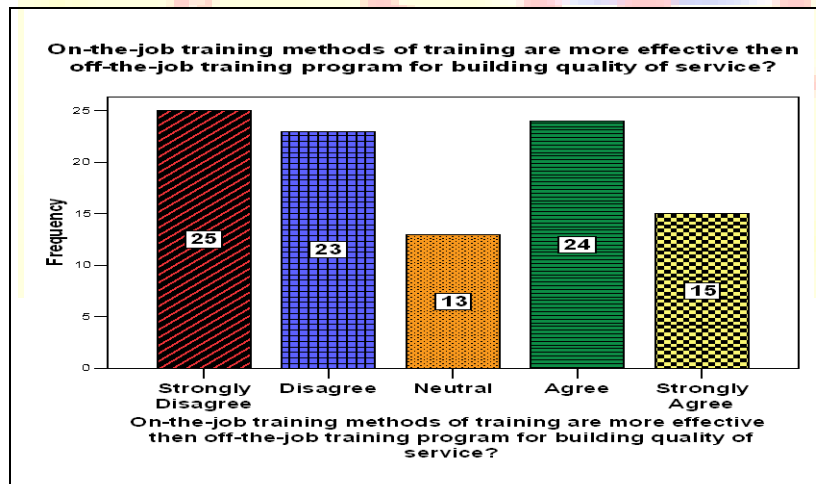
<Figure 8>



Interpretation: About 30% of the employees which is greater then all other percentages that the training program is able to bring an remarkable improvement in their set of knowledge, skills, and hence performance.

Q-9 On-the-job training methods of training are more effective then off-the-job training program for building quality of service?

<Figure 9>

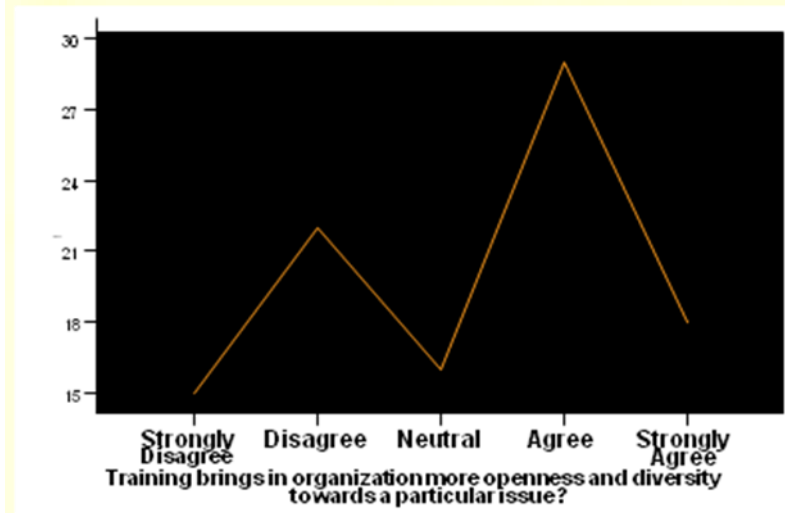


Interpretation: About 25% strongly disagree with the fact that the on-the-job training methods of training are more effective then off-the job methods as they have the opinion that off-the-job

methods are also equally important but about 24% employees are agree that the on-the job methods of training are certainly more effective then the off-the-job training methods.

Q-10 Training brings in organization more openness and diversity towards a particular issue?

<Figure 10>



Interpretation: The graph clearly depicts that about 28% employees agree with the fact that training brings in more openness & diversity towards a particular issue which needs to be handle regarding organization progress.

FINDINGS

- The employees of the organization(BACS) have an opinion that training that are conducted by the HR personnel in the company is influensive enough to change their pre-existing attitudes about the organization which indeed is an important aspect to maintain a effective and cordial culture.
- The employees also have the notion that the training sometimes is not that much effective in terms of having its effect or impact long lasting for which there are feedback session which is conducted to implement their suggestions.

- Some employees also think that along with training and development methods to bring change in attitude and culture HR needs to communicate and understand what an employee thinks of organization culture.
- The session of training & development brings openness and also awareness about the particular issue that individual employee hold to bring integrity into organization culture.
- Employees also have the opinion that On-the-job methods of training provided to them are more effective & efficient to bring change in attitude and culture of the organization to achieve first high quality service.
- Training and development methods should involve some innovative aspects and strategies to make it more influensive and having long lasting impact.

CONCLUSIONS

The training programmes are indeed a very effective and efficient way to bring the changes in attitude and culture of the employees. It needs to be designed as well as implemented properly and with great care so that it brings the outcome for which it is designed for a particular purpose.

In organization belonging to finance or banking sector we get to know from research work that at the time of recession and downsizing, the training becomes an very crucial issue because at this time the organization top management focuses on how to bring cost cutting so an HR personnel should take in consideration the designing of such training programmes which are cost and quality effective as well.

Employees define an organization. In the case of Bank of America, their human resources are also an essential ingredient for the accomplishment of the mission. Thus, stress and emphasis has to be given to this particular resource by employing strategies that would adhere to the strong principles and philosophies for progress and development of the people at work. This is to be done to ensure of achieving the very same goal for the company. The sure way of focusing on this issue is to value the person at work.

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