

Can poor selection process be remedied through training and development.

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ABSTRACT

The necessity for improved work performance has been acknowledged globally and the fact that this depends on efficient and effective training and development programmes cannot be downplayed. Training is a learning process that involves the acquisition of knowledge, skills, and abilities necessary to successfully perform a job. The study aimed at finding out the impact of training and development on work performance. It focused on how training assessments are conducted, the various training methods employed, the training policies and procedures available, the impact of training and development on work performance and how training and development programmes are evaluated in the commission.

KEYWORDS

Selection process, Training and development, Model, Educational Institutions

INTRODUCTION

The cost of hiring an employee has enormous impact on both productivity and profitability, and costs over four times more than what we might spend on something as basic as a computer printer. For many organizations, more thought and time goes into replacing a computer printer than into hiring “their most important asset”. Doesn’t it seem odd that a company that regards “people as its most important asset”, doesn’t accurately measure the cost of acquiring that asset. As HR professional, our organizations rely on us to identify and attract people with the skills and personal qualities to take the business forward. We are now in a culture where the practices of Human capital management has evolved to secure a competitive edge for businesses through recruiting, developing and maintaining people who match the success criteria required by the business. The stakes are high and rising in this battle for top performers, and early assessment is becoming increasingly important. Whilst businesses have become more aware of the value of carefully through out recruitment, the true downside of wrong recruitment decisions is also coming to light. Recent studies conducted by Royal Bank of Scotland show that the actual cost of a wrong hire can be in the region of a year’s salary, and this doesn’t even take into account the opportunity cost of not having a high performer in the role. One of key features of the knowledge era is the increased mobility of knowledge workers particularly amongst those who have rare skills and competencies, which leads to higher levels of recruitment and selection. Recruitment and selection are some of the most critical human resources decisions an organisation can make (Sutherland & Jordaan, 2004). Recruitment is the process of attracting

and encouraging potential employees to apply for a position, while selection is the process of making fair and relevant assessments of the strengths and weaknesses of applicants with the intention to hire them (Boxall& Purcell 2008; Breaugh& Starke 2000). Correct selection creates a match between the capabilities and inclinations of prospective candidates against the demands and rewards inherent in the organisation. The effective appointment of appropriate candidates is critical to organisational success yet few organisations formally evaluate their recruitment and selection efforts (Carlson, Connerly&Mecham, 2002; Hacker, 1997). According to Dale (2003), appointment decisions are amongst the most important a manager has to make as they affect the ability to achieve organisational targets, the quality of services or products delivered to customers and the well being of the staff. Huselid (1995) showed a relationship between successful hiring and financial performance. Some organisations calculate the costs of appointments using metrics such as selection ratios and responses to adverts, but the outcomes of wrong selection decisions are not typically assessed and empirical research in this area is scant. Most managers have experienced the problems that result from selection errors but often continue making them. “Most companies are so determined to prove that their hiring system is foolproof that they not only fail to admit to hiring mistakes, they also keep them around longer than they should in the vain hope that they may yet work out” (Buchen, 2007:80). Selection errors often occur because of a mismatch between expectations and reality for both parties (Blenkinsopp & Zdunczyk, 2005). Despite huge amounts of time, effort and costs allocated to the recruitment and the selection process, recruitment practices in many firms produce an unacceptable failure rate that reduces business competitiveness and corporate profits (Davis, 2005; Ryan & Tippins, 2004; Boxall& Purcell, 2008). Cole, Field, Giles and Harris (2009) find that recruiters infer dispositional characteristics from a candidate’s resume and use these inferences to judge a candidate’s employability. However, these inferences are found to be largely invalid and unreliable. The best recruitment and selection techniques have a validity coefficient of 0,6 (Dale, 2003) so even when selection processes have been carefully designed and executed, hiring errors can occur. The ability of the manager making the decision is a key component of the selection decision and there is a significant amount of research that shows that this is the most common area where selection mistakes occur. The manager then lives with the consequences of a wrong selection decision. Accurate evidence about human resource practices is a requirement for understanding what is taking place and making correct interpretations (Ryan & Tippins, 2004). The movement towards evidence based management means translating learnings from best or worst practice into organisational principles (Rynes, Giluk, & Brown, 2007). This research set out to document empirically the causes, symptoms and consequences to selection errors from the perspective of the manager. The aim being that the evidence may assist human resource practitioners, line managers and academics to understand and appropriately respond to and possibly reduce the occurrence of selection errors.

REVIEW OF LITERATURE

Kevin Gordan, 2008 All organizations have to be concerned with the issue of making sure that the best and most effective people are employed by them. This research examines the cost of making a “bad” recruitment decisions and the impact it has on the organizations. During the course of the project, the author looked at areas such as Recruitment, learning development and also data taken from employees who were leaving the organizations, who had completed exit questionnaires. This was done in the order to get a clearer understanding of the reasons why people leave organizations and also, to ascertain whether or not the organization could have done anything to prevent them going.

The literature review provided the context of the study, where the author relied mainly on publications and papers produced in various journals, for the most up to date information on learning and current schools of thought in relation to the recruitment challenge currently being experienced by many organization

Aidah Nassazi, 2013 Employees are major assets of any organization. The active role they play towards a company's success cannot be underestimated. As a result, equipping these unique assets through effective training becomes imperative in order to maximize the job performance. The purpose of this research was to evaluate the effects of training on employee performance, using the telecommunication industry in Uganda as case study. In order to understand the study aim, four goals were developed and these focused particularly on identifying the training programs existing in the industry, the objective of the training offer, the methods employed and finally the effects of training and development on employee performance.

Organization need to be aware of face more realistically towards keeping their human resources up to date. This study, therefore, goes on to discuss one of the core functions of human resource which is training, employee performance, and how the earlier affects the latter. (Samuel Asante-Yeboah, 2012) The necessity for improved work performance has been acknowledged globally and the fact that this depends on efficient and effective training and development programmes cannot be downplayed. Training is a learning process that involves the acquisition of knowledge, skills, and abilities necessary to successfully perform a job.

Joy O. Ekwoaba, 2015 one of the most significant developments in the field of organizations in recent times is the increasing importance given to human resource. People are vital to organizations as they offer perspectives, values and attributes to organizational life; and when managed effectively, these human traits can be of considerable benefits to the organization.

Recruitment and selection training and development, 2016 This report focuses on Sainsbury's human resources strategies regarding its recruitment and selection, training and development, diversity and performance management. The purpose of this report is to focus on issues involved in the HRM (human resources management), both from the existing theory as well as practice.

Dr. Amir Elnaga, 2013 Employee is a blood stream of any business. The accomplishment or disaster of the firm depends on its employees performance. Hence, top management realized the importance of investing in training and development for the sake of improving employees performance. This conceptual paper aimed at studying the effect of training on employee performance and to provide suggestions as to how firm can improve its employee performance through effective training programs.

Eunice Jane Amadi, 2014 In the field of HRM, training and development is the field concerned with organizational activity aimed at improving the performance of individuals and groups in an organizational setting. It has been known by several names, including employee development, human resource development, and learning and development. This study aimed at examining the effect of training and development on employee performance with a case study of Safaricom call center.

Kibibi Hassan, 2011 Staff training and development has been identified by various scholars to be very crucial to an organization. Organizations are therefore encouraged to train and develop their staff in order to enhance their performance.

Githinji Angela, 2014 The purpose of this study was to explore the effects of training on employee performance among international civil servants. The study was guided by the following research questions; what is the role of training on employee engagement? What is the role of training on employee engagement? What is the role of the training of employees job satisfaction?

Mariia Bogatova, 2017 now a days more and more companies understand the importance of human resource management and its influence on the successful operations of a company. It is not a secret that various corporations pay a lot of attention to the recruiting process and wellbeing of their employees, as people are the main assets in the business. Even though a company has a good strategy and sustainable funds, it will not reach success without loyal and well trained human resource

OBJECTIVE OF THE STUDY

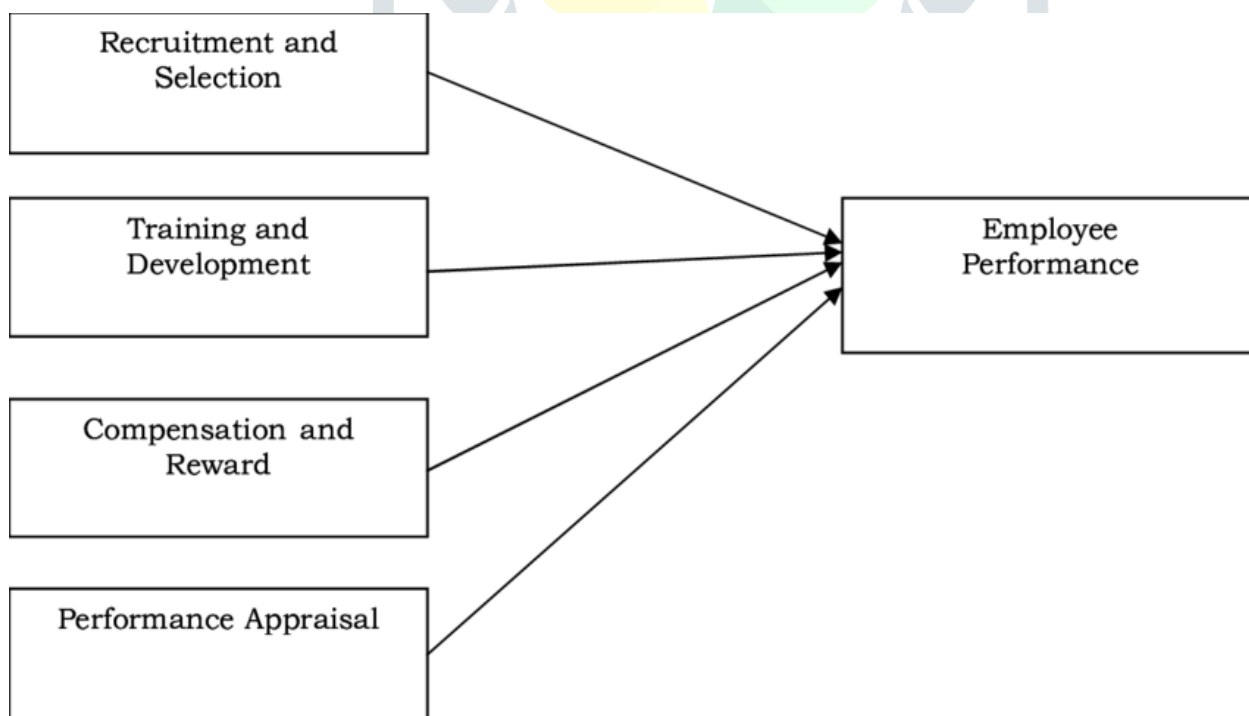
1. To understand the different concepts related to the research problem.
2. To trace out the history of dispute redressal mechanisms in India.

Hypothesis formulation:

Hypothesis

H₀: There is no effect of Training and development on the performance of employee.

H₁: There is a significant effect of Training and development on the performance of employee



Conceptual Framework

- **Recruitment and Selection-** Full-cycle recruiting is a term used by human resources specialists who manage the recruitment process from start to finish. Full-cycle recruiting begins with sourcing candidates, which means looking for prospective applicants whose qualifications might be suitable for the job openings you have. Sourcing has evolved in the past several years with the proliferation of job and career sites. Many of the newspapers that once had pages of job listings in the Sunday edition have been replaced by job sites such as CareerBuilder and Monster.

Once the applicant has become a candidate, it means she has the requisite skills to warrant an investment of resources necessary to schedule, prepare and conduct an interview. These days interviews are one of the most important factors in the selection process because the recruiter and hiring manager are looking at more than what can the candidate do for the company. They are looking for soft skills the candidate may have in terms of building teams, working in collaboration with other professionals, and what the candidate can bring to the company that no other candidate can. Interviews may be one-on-one for administrative and support positions; however, candidates for management and director level positions can expect to be panel interviewed and judged on their capability to interact with a variety of personalities while presenting her qualifications in a manner that sells her capabilities to the prospective employer.

- **Training and development-** **Training and development** involves improving the effectiveness of organizations and the individuals and teams within them.^[1] Training may be viewed as related to immediate changes in organizational effectiveness via organized instruction, while development is related to the progress of longer-term organizational and employee goals. While training and development technically have differing definitions, the two are oftentimes used interchangeably and/or together. Training and development has historically been a topic within applied psychology but has within the last two decades become closely associated with human resources management, talent management, human resources development, instructional design, human factors, and knowledge management.^[1]
- **Compensation and reward-** in simple terms, compensation is everything that a company offers its employees in return for their talent and time. When organized the right way, compensation dollars can be strategically leveraged to reduce turnover, boost employee engagement and attract top talent. The purpose of compensation management is to make the most of company dollars in a way that rewards employees for their work.
- **Performance appraisal-** performance Appraisal is the systematic evaluation of the performance of employees and to understand the abilities of a person for further growth and development. Performance appraisal is generally done in systematic ways which are as follows:
 1. The supervisors measure the pay of employees and compare it with targets and plans.
 2. The supervisor analyses the factors behind work performances of employees.
 3. The employers are in position to guide the employees for a better performance.

RESEARCH METHODOLOGY

Research

Research is the systematic gathering, recording and analysing of facts and figures for the purpose of drawing conclusions. Research Methodology is a way to systematically solve the research problem. Research Methodology constitute of research method.

Research Design : Descriptive research

Descriptive research includes surveys and fact-finding enquiries of different kinds. The major purpose of descriptive research is description of the present situation or state.

SAMPLING TECHNIQUE: Convenience Sampling

SAMPLE SIZE : 50

SAMPLE UNIT : Employees

SAMPLE AREA : Uttaranchal University

Data Analysis

Data analysis and the interpretation of data were a combination of the literature reviewed and the outcomes of the study. This stage was strengthened by the qualitative methods used, to discover results of the study.

The Statistics Package for Social Science software (SPSS) was used in the analysis of the survey. Inferential and descriptive statistical tools are employed to quantify and estimate the collected data, and to study their basic patterns. Following data analysis techniques are be used to analyze the data:

RELIABILITY TEST TABLES

RELIABILITY

Reliability means the consistency of items of scale and the whole scale. The consistency of the items was checked with the help of total items correlation coefficient method. The total of all the items of scale was

computed and the combination of total with each item was calculated. It was found that for all the sections, the correlation coefficient were highly significant which means that all the item were consistent or reliable.

Table 3.5. Reliability Statistics

Cronbach's Alpha	N of Items
.693	40

INTERPRETATION: Cronbach's Alpha was applied in order to check the realibility of each scale. It is the most common estimate of internal consistency of items in a scale. If the value of Cronbach Alpha is .060 or more, the scale is called reliable. As shown in table the value of Cronbach Alpha had been found to be .693 , which is higher than the 0.6, and implying high degree of internal consistency in response to the questionnaire. Thus, the data is reliable and test can be applied.

MEAN AND SD TABLES

Descriptive Statistics

	Mean	Std. Deviation	N
Education wise classification	2.38	.697	50
Training helps in increasing productivity of employees to achieve organizational goal.	1.22	.418	50
Training of workers is given adequate importance in your organization	1.72	.573	50
Does training help to improve employee and employer relationship?	1.90	.707	50
Training programe are well-planned	2.28	.607	50
Training programs are sufficient duration	2.50	.678	50

Training is periodically evaluate and improved.	2.58	.758	50
Training programs emphasis on developing technical and managerial capabilities of employees.	2.68	.978	50
Employees are sponsored for training programs after carefully identified developmental needs .	2.72	.834	50
Those who are sponsored for the training programs take the training seriously .	2.68	.891	50
Employees in the organization participate in determining the training they need.	3.00	.808	50
The quality of training programs in your organization is excellent.	3.38	.945	50
There is well designed and widely shared training policy in the company	1.44	.541	50

LINEAR REGRESSION

In [statistics](#), **linear regression** is a [linear](#) approach for modelling the relationship between a scalar [dependent variable](#) and one or more [explanatory variables](#) (or independent variables) denoted X . The case of one explanatory variable is called [simple linear regression](#). For more than one explanatory variable, the process is called *multiple linear regression*. (This term is distinct from [multivariate linear regression](#), where multiple correlated dependent variables are predicted, rather than a single scalar variable.)

CONCLUSION

Every organization needs to have well trained and experienced people to perform the activities that have to be done. If the current or potential job occupant can meet this requirement, training is not important. But when this is not the case, it is necessary to raise the skill levels and increase the versatility and adaptability of employees. Inadequate job performance or a decline in productivity or changes resulting out of job re-designing or a technological break-through require some type of training and development efforts. As the jobs become more complex, the importance of employee development also increases. In a rapidly changing society, employee training and development is not only an activity that is desirable but also an activity that an organization must commit resources to if it is to maintain a viable and knowledgeable work force.

The purpose of the training and development is to help meet company objectives by providing opportunities for employees at all organizational levels to acquire the requisite knowledge, skills and attitudes:

The first step in training is to determine needs and objectives.

The techniques and processes of training programme should be related directly to the needs and objectives of an organization.

Training is properly the responsibility of any one in the management who wants to attain a particular objective.

The purpose behind the training of personnel is to assist line management in the determination of training needs and in the development, administration, conduct and follow-up of training plans.

To be effective, training must use the tested principles of learning.

Training should be conducted in the actual job environment to the maximum possible extent.

It is easy to analyze the short-comings of an organization and accordance to that training and development programmes can be designed. Moreover these programmes must be designed as per the requirement of the company. A review of training and development programmes timely surveys checks and records must be maintained learning environment provided to the workers and managers must be appropriate and adequately supplied with the necessities of the programmes for e.g. Chart, classrooms and study materials.

The trainee should be interviewed on their response and suggestions should be noted. Feedback is an effective method by which efficiencies and deficiencies of the training and development programmes can be viewed. Personnel Department must implement the good suggestions.

Appropriate work standards can be achieved through proper training and development programmes either they are on the job or off the job. As training & Development programmes are expensive so the organization must reframe them in accordance to the policies and procedures.

Therefore, training and development are effective parts and parcels of any organization.

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