

Need for Employee Development in Employee Performance: A Present Scenario**Shraddha Awasthi¹ and Dr. Sunil Kumar²****^{1,2}Amity Business School, Amity University Haryana, Manesar, Gurgaon – 122413****ABSTRACT**

The success and failure of the organization directly associates with the employee performance. So, organizations are investing huge amount of money on employee development. This paper analyzes the theoretical framework related to employee development and its effect on employee performance. The key variables identify the relation between employee development and Employee performance. The employee performance will effect on organizational effectiveness. The challenges are related with the changing nature of work and the workplace environment. Fast change requires a skilled, knowledgeable workforce with employees who are adaptive, flexible, and focused on the future.

Keywords: *Employee Development, Training, Performance Management, Change Management, Career planning*

INTRODUCTION

One of the most significant functions of Human Resource Management is Development of Employees. It is used to develop the talents of an individual employee and organization as a whole. Employee development involves individual employee and the overall growth of the employee. When employees of the organization would develop the organization, It would be more flourished and the performance of the employee would increases (Elena P. 2000). So, there is a relationship between Employee Development and Employee Performance. When the employees are developed, they would be more satisfied and more dedicated and the performance would be increased. When the employee performance would increase, it will lead to the organization effectiveness (Champathes, 2006).

Several companies are starts to use training to help meet sustainability goals. This relates to an increased emphasis on performance analysis and learning for business enhancement, one of the future's training trends.

An organization should value, develop and retain its human resource for its effective functioning. Organizations which have ample financial resources, requisite infrastructure, best possible technology and most effective business strategies cannot function efficiently without talented, developed and skilled human resource. Human Resource is considered as one of the key factors of organizational working which is responsible not only for effective self-management but also for the management, mobilization and proper use of other resources. Understanding the value of this useful resource, organizations should employ best possible workforce as per need and its worth. Employed personnel should be trained & developed properly by evaluating their abilities and sensing the change in the business environment to check the employee obsolescence. Now a day the change factors like technological advancement, competition, changing taste of consumers, multiplicity of product choices, computer based automatic production system; frequently changing business strategies and other

factors of business environment, invites continuous training and development of human resource. Human Resource Development is a combined and synchronized process of knowledge, skill, abilities, and attitude upgrading and updating among current employees of organization as per its needs.

The research of Ronald Jacobs & Christopher Washington (2003) supports the commonly held belief that employee development programs make positive contributions to organizational performance. Employee Development can lead to organizational professional and personal growth which can help employee to develop strategic leadership, effective work culture, responsible job performance, effective interpersonal relationship and communication, cordial and workable, workplace relationships and also the peaceful and pleasurable personal, family and work life.

Literature Review

Antonacopoulou, E. P., & FitzGerald, L. (1996) investigated the framework of competency that has involved the interest in the business world at a time when organizations are in the need to develop the right talent of people and mainly their managers. Organizations need to develop effective managers. Today the demand for achieving this goal rests on the rate of change which requires continuous transformation. The competency framework has therefore been enthusiastically applied as a panacea, sometimes with little thought of its potentially wider implications. The paper started with a critical appraisal of the competency framework as a basis of management development activities and presented some emerging results from current research to illustrate the arguments.

Birdi, K., Allan, C., & Warr, P. (1997) studied 4 different types of development activity in a sample of manufacturing employees ($N = 1,798$). The researchers found that similar sets of variables were linked to greater participation in 3 activities: required training courses in work time, work-based development activity in work time, and career planning activity in work time or an individual's own time. Three kinds of reported benefits were studied, and the occurrence of these benefits was found to vary between different types of development activity. Overall job satisfaction and organizational commitment were significantly associated with prior participation in required training courses and work-based development activity.

Antonacopoulou, E. P. (2000) focuses on the employee development initiatives in three retail banks. It draws recent empirical findings to examine the motives and expectations that underpin employee development initiatives and the underlying assumptions, which shape how such initiatives are implemented in practice. The paper shows the perspective of the organization in relation to employee development is further enhanced with findings from the perspective of the individual employee. The findings show the impact of employee development initiatives on individuals' willingness to learn and take personal responsibility for their development. The analysis highlighted the nature of the interaction between individual and organizational priorities within development and draws the attention to some of the challenges that underpin employee development initiatives. At the end of the paper the implications of these challenges for the way organizations design employee development initiatives in the future, and the way we think and research employee development were discussed.

Noe, R. A. (2010) said that businesses in current times must compete in the global marketplace, and the diversity of the work force continues to increase. As a result, companies need to train employees to work with persons from different cultures both in the United States and abroad. New technologies such as Web-based training and iPods reduce the costs associated with bringing employees to a central location for training. At the same time, the challenge is how to ensure that these training methods include the necessary conditions.

Jacobs, R., & Washington, C. (2003) examined the relationship between employee development and organizational performance. This paper supports that employee development programs make positive contributions to organizational performance. From an HRD viewpoint, research on employee development seems an area of high importance.. To be beneficial for both individual employees and organizations, this paper aims on employee development who should seek greater understanding about the wide range of conditions within which employee development programs exist in organizations.

Burgoyne, J. G. (1977) draws on the conceptual foundations of feedback and behavior modeling that investigated the effects of managers' coaching intensity on the performance of those they supervise, at multiple levels of an organizational hierarchy. Data from 328 sales associates reporting to 114 middle managers, and 93 middle managers reporting to 32 executive managers are used to test the research hypotheses. Using hierarchical linear modeling the researcher find that managers coaching intensity influences the performance of their subordinates after controlling for job satisfaction, and this effect weakens at greater hierarchical levels.

Significance of Employee Development Activities

The Employee development activities are most important for all the employees in an organization, because it indicates the association who cares, concerning their employees and desires them to develop (Elena P. 2000). Number of the organizations are spending in employee development. The employees work hard; use their maximum skills and efforts to accomplish the aims of the organizations after organizations are giving towards the employee development activities.

There are number of school of thoughts. On the basis of these schools, employee development focuses on:

a. Work Based Development Activity in work time

Work-based learning is a strategy that offers students real-life work experiences where they are able to develop their academic and technical skills and also develop their employability. The programs pointing at a win-win situation where the learner's and the industry requirement for skilled and talented employees are met. It also bridge the gap between learning and doing. Work-based learning strategies deliver awareness, career opportunities, career planning activities and also it help students to attain competencies such as employable skills and positive work attitudes.

b. Career planning activity in work time

Depending on the job-seeker, this kind of planning focuses on a timeframe ranging from the coming year to the next few years. Long-term plan involves a planning window of five years or longer. Businesses, careers, and the workplace are rapidly changing because of this it is highly required to do short term and long term career planning.

c. Coaching

It assist the individual in making real, lasting change to enable the needs, motivations, desires, skills and thought processes to. To maintain positive regard for the client means that the coach is at all times supportive and non-judgmental of the client, their views, aspirations and lifestyle.

d. Counselling

The counsellor needs to empower the client to explore many aspects of their life and feelings by talking openly and freely. It is rarely possible to talk freely with family and friends who are emotionally involved and have opinions and biases. The counsellor should not be emotionally involved with the client and does not become so during counselling sessions. He neither judges, nor offers advice. He gives an opportunity to express freely his feelings such as anger, resentment, guilt and fear in a closed confidential environment. Effective counselling lessens confusion, allowing the client to make right decisions that leads to positive changes in their behavior and attitudes.

e. Mentoring

It is an informal interaction that enables employees to negotiate an organization's political infrastructure. Informal learning further develops the employee's expertise, mentoring does both. A mentor facilitates well to less experienced employee for his /her personal development to benefit individual as well as organization (Kram, K. E., & Isabella, L. A. 1985). Mentoring has been empirically linked to salary level and promotions (Scandura, 1992). Mentors provide feedback, access and emotional support (Altmeyer, Prather, & Thombs, 1994). The Mentors encourage new behaviors, provide feedback, counsel, and to facilitate informal exchanges of information about work and non-work experiences.

f. Teaching

The aim of teaching is typically achieved through either an informal or formal approach to learning that includes lesson plan from that teaches skills, knowledge. Pedagogy refers to different ways to teach. While deciding what teaching method the teacher use to consider students' background knowledge, environment, and their learning goals as well as standardize curriculum as determined by the relevant authority. Field trips were also a way of teaching in which students learn outside the classroom. The rise of technology gives the shape in a way trainers approach to their roles in the classroom.

ENCOUNTERS IN EMPLOYEE DEVELOPMENT

1. Motivating workforce

To motivate the workforce is the most challenge an organization is today. Best human resource practices is necessary because the organization's human resources are critical to an organization's success. Current research tells that 'high commitment' human resource practices, such as employee development, affect organizational outcomes by shaping employee behaviours and attitudes (Whitener, 2001).

2. Perceived Investment in Employee Development

Spending on employee development tells us about a high commitment strategy that affects employee commitment and motivation (Ichniowski et al., 1997; MacDuffie, 1995; Snell and Dean, 1992). The idea of 'investing in employee development' means preparing employees with new knowledge and skills, and it can be used to develop people to anticipate so that they can be ready for new job requirements (Rothwell and Kazanas, 1989). Human resource development refers to organized learning experiences provided by the employer to improve performance and personal growth (Nadler and Nadler, 1989). Investment also offers the organization a competitive advantage by continuous learning for employees that enable to develop current skills and gain new ones, which they can then adapt and, in turn, perform effectively (London, 1989)

3. Interpersonal networking

Employee miss informal interactions that occur in the workplace when they work off-site. Various forms of interpersonal networking exist that includes office gossip and work-related, spontaneous discussions. Research tells that managers use the grapevine method to disseminate information informally that they cannot and for organizational reasons they do so formally. Interpersonal networks in organizations benefit employees because they allow people to establish relationships and gain access to information that can advance their professional careers (Lee, C. H., & Bruvold, N. T. 2003).

4. Informal learning

Interpersonal networking can contribute to professional advancement in the same way informal learning can contribute to professional development. Learning that cannot be scheduled. Informal learning is very often face-to-face, and facilitates data exchange, helping to build one's knowledge base (e.g., Fine & Rosnow, 1978). Workplace people also learn skills by being in close proximity and observing co-workers (Brown & Duguid, 1991). Obviously, work performed away from the conventional workplace will rarely provide such implicit learning opportunities.

The Future of Employee Development

I. Increased use of new technologies for training delivery.

The need of online learning, mobile learning, and other new technologies likely to increase in the future for several reasons. Due to the cost of these technologies will decrease. Companies can use technology to prepare employees to serve customers and generate new business. Use of new technologies can considerably reduce training costs related to bringing dispersed employees geographically to one central training location. The technologies allow trainers to build into many of the desirable features of a learning environment. Companies employ more contingent employees and offer more alternative work arrangements so that the technology allow training to be delivered to any place and at any time.

II. Increased use of true performance support.

Organizations are moving away from classes as a performance improvement method and are adopting true performance support that is available during the work time. Embedded learning occurs on the job as it involves teamwork and nonlearning technologies such as instant messaging, it is also integrated with knowledge management. Embedded learning is prevalent in the future because companies can no longer have employees to attend classroom instructions, spend hours on online learning which is not directly relevant to their current job demands. Formal training programs and courses will not disappear but will focus mostly on development of competencies that can benefit the employee and the company over the long term.

III. Increased emphasis on performance analysis and learning for business enhancement.

An increasing focus on contributing to the organization's competitive advantage, training departments have to ensure that they are seen as helping the business functions to meet their needs. The work force continue to be more global and diverse for making diversity training the most important learning initiatives, along with understanding how to teach managers how to lead a global work force. Performance analysis approach involves identifying performance gaps and examining training as one possible solution for the business units. Training departments continue in instructing managers to consider all relevant causes of poor performance before determining that training is the solution. Poor performance of employee may be due to poor management, inefficient technologies and an outdated technology rather than deficiencies in skill or knowledge

Ways to improve employee development programs

“When people are financially invested, they want a return. When people are emotionally invested, they want to contribute.”

1. Manager’s passion to coach their employees. .

In our more global, complex, and competitive world, the role of the manager has eroded previously they passed on knowledge, skills, and insights through coaching and mentoring. They are now overburdened with responsibilities. They alone offer coaching and mentoring.

2. Have to deal with the short-shelf life of learning and development needs.

Now the knowledge and skills can become obsolete within months this makes the need to learn rapidly and regularly more important than ever. This also requires the organizations to reconsider how learning and development happens from once in a while activity to a more continuous and ongoing campaign.

3. Teach employees to own their career development.

Now the highly-assembled, onsize that fitsall learning programs don’t work anymore. Individuals must have self-direct and control their learning futures. Yet they cannot do alone, nor anybody want them to. The development and growth of the talent is important to your ongoing success, ability to innovate, and overall productivity.

4. Provide flexible learning options.

Employees need to engage in more learning and development activities with their workload often leaves them feeling overwhelmed and consumed by the question. Companies must respond by adopting on demand, mobile solutions that make learning opportunities more readily accessible for each employee of the organization.

5. Serve the learning needs of more virtual teams.

Most organizations have their employees working remotely so it does require more thought and creativity in how to train this segment of the workforce. It includes formal types of learning through courses, but also the informal mentoring and coaching channels. Just because employees are out of sight doesn’t mean they get to be outofmind when it relates to learning and development.

6. Build trust in an organizational leadership.

People needa sense of transparency, openness, and honesty from their leaders. But, in business, leaders continue to face matters of trust. American Psychological Association survey said that, one in four workers say they don’t trust their employer, and only about half believe their employer is open with them. If the leaders refuse to share their own ongoing learning journeys, how can they expect their people to enthusiastically pursue their careers? If manager want employees to engage in learning and development, then it is essential to show that they are actively pursuing their own personal learning journeys as well.

7. Match different learning options to different learning styles.

Organizations must restructure the way employees learn and the tools and activities they use to correctly match the different styles and expectations of employees.

A change model perspective to employee development.

The concept of change is typically addressed in an organizational behavior course but the reality is that the new training or development practices should be successfully implemented, they must be accepted

by the customer. The process should be used to define and implement change varies by the company and by the types of threats and opportunities. There are four conditions that are essential for change: (1) Employees should understand and agree the reasons for change (2) Employees should have the skills required to implement the change, (3) Employees should see that the managers and employees support the change (4) Organizational structures such as Performance management and compensation administration must support the change. Change is not easy for managers and employees, even then employees know that a practice could be better if they learned to adapt to its inadequacies. So, resistance to new training and development practices is necessary.

CONCLUSION

The valuable resource of the organization is the employee. The performance of the employee directly associates with the success or failure of the organization. Therefore it is necessary for the organizations to invest huge amount of money on developing the employees. This paper examined and investigated the review of literature on employee development and its effect on employee performance. The significant variables are related to employee development and Employee performance. The paper presented the importance of the employee development activities and challenges in employee development.

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