"IMPACT OF TRAINING ON HUMAN ERROR FOR QUALITATIVE PRODUCTIVITY"

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ABSTRACT:

In today's era, human contribution is more in the BPO sector. Within maintenance activities and industrial operations, human is subjected to different kind of situation that could result in mistakes and accidents. Human errors in the industry are an unexplored latter such that little focus is invested in this area. The research aims to widen the understanding of the human error in any organization. Customer support and BPO are the sectors that are subjected to human errors. Different types of human error affect quality effectiveness. Human reliability models are one method to quantify human errors and are used for the identification of human errors. Proper training should be conducted regularly in the form of seminars, and workshops to reduce errors and to increase the quality of work. This could be done based onerrors found in the audit. The role of humans in the phases of operations, manufacturing, assembly, and maintenance is important and cannot be neglected or substituted by the latest technologies or advancements.

(Keywords: Human error, Human factor, Human reliability models, BPO)

INTRODUCTION:

HRM is a term used to refer to the philosophy, policies, procedures, and practices related to the management of people begin an organization. Today every organization must face high competition. Hence, organizations try to do the right thing at the right time. In that situation, HRM plays a major rolein achieving organizational goals. Satisfaction is the one of major concepts in Human Resource Management. Training and development managers typically supervise a staff of training and development specialists, such as designers, program developers, and instructors. Managers teach training methods to specialists who, in turn, instruct the organization's employees new and experienced to work effectively.

Training and development help to provide an opportunity and broad structure for the development of human resource's technical and behavioural skills in the organization. It also helps the employees in attaining personal growth and feeling confident with work. It helps in increasing the job knowledge and skills of employees at each level and for higher positions as well. Employees (Existing and new) Input Training and development process Organization Management Training and development programs Process Stilled employees Higher performance Consistency in performance Job satisfaction Productivity improvement Output quality Improvement Reduction in supervision Output Training and development describes the formal, ongoing efforts that are made within organizations to improve the performance and self-fulfillment of their employees through a variety of educational methods and programs. The following research paper is completely based on the evaluation &analysis the impact of Education & training on the Productivity of the organization at Startek Pvt. Ltd. with reference to "Cybernet" a process from Airtel in which advisors are responsible for handling the social media of Airtel. Finally, in assisting and improving training factors impact on Qualitative productivity positively, recommendations are further suggested.

REVIEW OF LITERATURE:

In the changing phase of the market, all organizations have several opportunities to grab and number of challenges to meet. Due to such environment, the dynamic organizations are smoothly surviving in the present competition. While facing these challenges, there is a great pressure of work on the shoulders of management as well as employees. It is a responsibility of the management to make necessary changes at the workplace as per the requirement of the job so that employees can work efficiently. To survive in the competition and to meet the requirements, the management needs to change their policies and rules accordingly. The organizations face a lot of pressure in the competence for a talented work force, for constantly improving the working methods,for the employees who are inclined to achieve work life balance. The success of any organization depends upon the quality employees, but in order to maintain the quality of employees, many organizations come across a number of obstacles.

TRAINING AND DEVELOPMENT:

According to the Michel Armstrong, "Training is systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job". (Source: AHandbook of Human Resource Management Practice, Kogan Page, 8th Ed.,2001)

According to the Edwin B Flippo, "Training is the act of increasing knowledge and skills of an employee for doing a particular job." (Source: Personnel Management, McGraw Hill; 6th Edition, 1984)

The term 'training' indicates the process involved in improving the aptitudes, skills and abilities of the employees to perform specific jobs. Training helps in updating old talents and developing new ones. 'Successful candidates placed on the jobs need training to perform their duties effectively'.(Source:

Aswathappa, K. Human resource and Personnel Management, New Delhi: Tata McgrawHill Publishing CompanyLimited,2000, p.189)

The principal objective of training is to make sure the availability of a skilled and willing workforce to the organization. In addition to that, there are four other objectives:

1. Individual

2. Organizational,

3. Functional,

4. Social.

- ➢ **Individual Objectives** – These objectives are helpful to employees in achieving their personal goals, which in turn, enhances the individual contribution to the organization.
- ➢ **Organizational Objectives** – Organizational objectives assists the organization with its primary objective by bringing individual effectiveness.
- ➢ **Functional Objectives** – Functional objectives are maintaining the department's contribution at a level suitable to the organization's needs.
- ➢ **Social Objectives** – Social objectives ensures that the organization is ethically and socially responsible to the needs and challenges of the society.

Benefits of training & development:

- ➢ **Benefits to organization:**

• Training and Development programme **facilitates better utilization** of an organization's resources, i.e. men, machine, material and money.

• It ensures **less wastage**, with respect to resources and time. When a worker is skilled and trained enough, the amount of wastage will be less, as well as the learning time will be reduced, and the work will be performed in very less time.

• It **improves the performance** of the employee which results in increased profitability.

• The employees learn **new and improved methods of performing an activity**, which helps the organization to survive, compete and grow in the market.

• It results in a **reduction in employee turnover, idle time and absenteeism**.

• It develops **a positive attitude** in employees towards the work and organization, as well as boosts their morale, which helps them adapt themselves to the changing environment.

  ➢ **Benefits to employees:**

• An individualfocuses more on career than a job. And so, the skills and knowledgeacquired from the training add to their resume.

• Improved performance is a sort of motivation for an individual which encourages themto perform much better than before and contribute to the organization's success, whichultimately increases their incentives.

• When an employee is trained enough, he/she will handle any situation or problemand deal with the challenges in a better way.

• Training makes workers machine or equipment-friendly, which reduces the numberof accidents during the process.

• It helps the employee to stay up-to-date with the technologicalchanges.

• It results in job satisfaction and boosts employee'smorale.

OBJECTIVE OF THE STUDY:

1. The main aim of the study is to evaluate and analyse the impact of training on productivity of the employees working as L1.

2. To know the factors affecting the quality.

3. Problem faced by advisors in handling any query and to assess the output in terms of increasing skill level.

4. To know the productivity aspect.

5. To prepare the employees both new and old to meet the present as well as the changing

requirements of the job and the organization.

6. To prepare the employees for higher level tasks.

7. To assist the employees to function more effectively in their present positions by exposing

them to the latest concepts, information and techniques and developing the skills they will need.

PROBLEM IDENTIFICATION:

Training & Development department reports shows increases customer as well as internal defects due 4 M issues including Human Error. Quality Defects increases in past few months. Therefore, that situation is not good for the company.Employees are not having that much knowledge just because of this customer is suffering. Also, it is impacting the brand of the company.

RESEARCH METHODOLOGY:

The data for the study was taken from primary source describe the population of the study, sample selected, sampling techniques used in selecting the sample.

Designation	No.of sample
Senior executive	12
SME	6
Team leader	2

As research conducted with different people over different designation. According to the executive there is favourism amongst the employees also too much pressure.

As per the view of SME executives are completely dependent on support team they are not willing to work by their own. Instead of putting their best in work they start blaming support team.

As per the view of Team leader executive are having will issue just because they don't want to contribute more.

ANALYSIS:

In order to draw result, deep analysis of the literature is done to pick out different ideas, theories and methods presented by different authors.

Causes of Human Errors:

• Communication: One of the most contributors to errors where the employee can misunderstand specific problems probably due to the lack of leadership and management aspects.

• Fatigue: This is found between the workers where they problems in their attention and memory.

• Tools: The inappropriate use of tools and equipment can lead to more hazardous situations. Also, the unavailability of tools would increase the chances of human errors due to the use of tool that do not fit the given work applications.

• Skills and expertise: Within the non-routine activities that require a knowledge-based concepts, the probability of error is increased due to assigning workers for activities they have no knowledge in.

• Bad procedures: Errors are resulted due to bad information and the unavailability of standardized procedures.

• Documentation: Bad handling of documentation actions can lead to more human errors and this is because it has a direct relation with tasks performance and the familiarity of work that must be done.

• Procedure's usage: Sometimes the procedures to be followed are long which force the workers to adapt to informal procedures and depend on their own experience upon finalizing a given job.

• Time pressures: Overtimes and overwork would result the workers in making more faults this is because they would try to make shortcuts and adapt to easier work methods.

RESULT:

As a result, to reduce the human error refresher training programmes should be conducted for the defaulters. However, the training criteria for new employees is mentioned below:A new employee hired in the organization. After that he/she undergoes under 38days training just to grab the theoretical knowledge of the process. After completion of 38 days training a test should be conducted to assess that whether he/she is good to go or else he/she is not suitable.After clearing the certification process employee will undergo 10 days OJT Training.

| No. of days	Evaluation Criteria	Remark
1-4 day	Evaluation is done on the basis of how quickly he/she is able to understand the tool	In initial days employee is learning tool
4-6 day	How he/she is implementing the theoretical knowledge gained in 38 days training	Trying to use the knowledge gained in the training
7-10 day	Audit should be conducted to check the quality of the work	If employee achieve a standard quality parameter only then he/she will be moved forward.

For those, who are tenured still doing mistake refresher training organised on the basis of severity.

Also, there is a Champions portal which all the employees including L1, SME,TL are supposed to do on regular basis just to keep update with the new updates and passing compliance for the same is 100%.

Regular audit should be conducted from quality side in which average quality score should be 90%. In case someone quality score score is less than 90% from consecutively last 3 month, he/she will be in Performance improvement plan for 1 month. If performance should not be up to mark within 1 month then the executive should be out of the organisation.

Also, different KPI and KRA to be sated for executives as well as for team leader so that everyone can contribute.

As a result of refresher training error should be decreased and quality is improved.
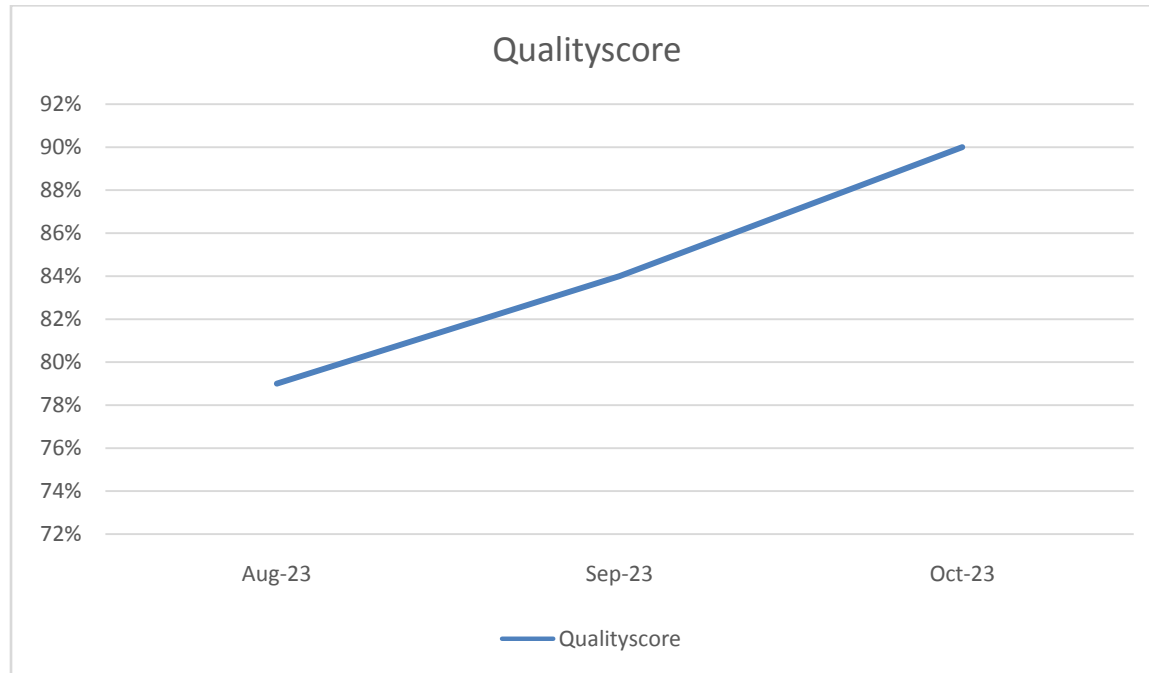
CONCLUSION:

Today's world is very fast. New technologies are replacing traditional work methods with new form of work techniques which requires new types of skills. In this changing world training both physically, socially, mentally and intellectually are very essential for up gradation of not only the skills of employee but also of the organization. Employees' training and development programs are the part of good management practices and good risk management strategies. Therefore, both employers and employees have responsibility for improving skills. Periodic training is very essential for every organization. For example, training might be required for a worker if a new tool is installed and that employee has to work with. He will need training to learn everything about that tool. Training is a continuous and never-ending process.

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