

Training and Development
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Module - 01
Lecture - 05
Employees Training and Organizational Excellence

Welcome back to the last session of the week 1. Today's discussion is on Employees Training and Organizational Excellence. In this introductory lecture we have discussed about the importance of training for the organization, we have discussed also on who our employees.

We have discussed on the employer employee relationship, the employment contract. Moving beyond the employment contract how like employees can be considered as human capital and why rather they are human capital because they have already invested in developing themselves.

And after entering the organization; organization also like tries to in invest in them. So, that they are performing in a much better way towards the purpose of the organization. All these are done, this investments in here whether we talk of human capital training and development given to the employees the purpose is to reach the organizational goal in a better way and excel in whatever we are doing.

So, the purpose of like this training and development is of course, focus towards the organizational excellence and also the personal excellence of the employees. So, and when the personal excellence of the employees gets blended with the organizational excellence the synergy develops and it fulfills the purpose of training and development.

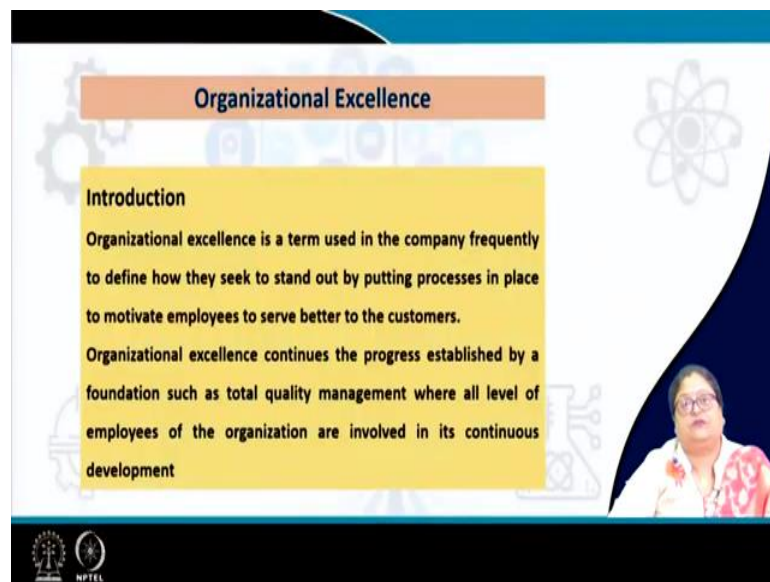
So, in today's lecture session we are going to cover discuss on employees training and organizational excellence. Let us begin.

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So, this part of the lecture session will be held on various issues of employees training and organizational excellence.

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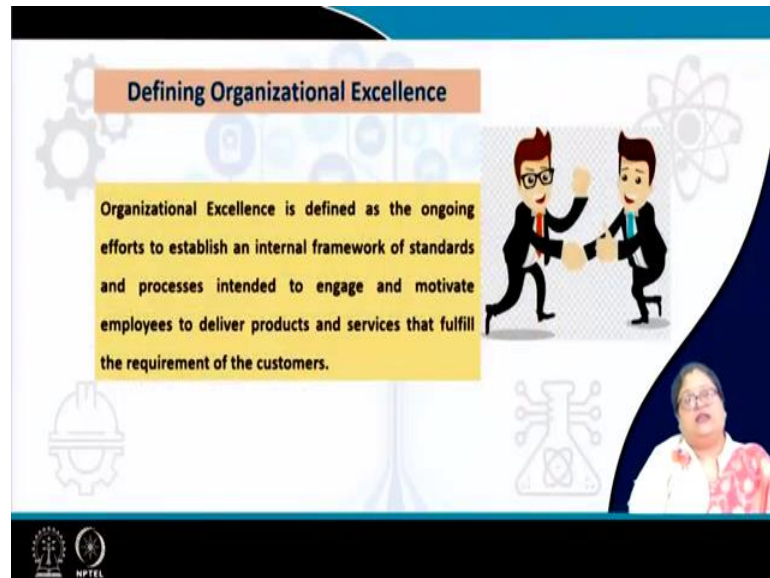


So, what is organizational excellence? It is a term which is used in company frequently to define how they seek to stand out by putting processes in place and to motivate employees to serve better to the customers.

Organizational excellence continues the progress established by a foundation such as a total quality management where all level of employees of the organization are involved

in its continuous development. The word continuous development is very important whenever we are talking of organizational excellence.

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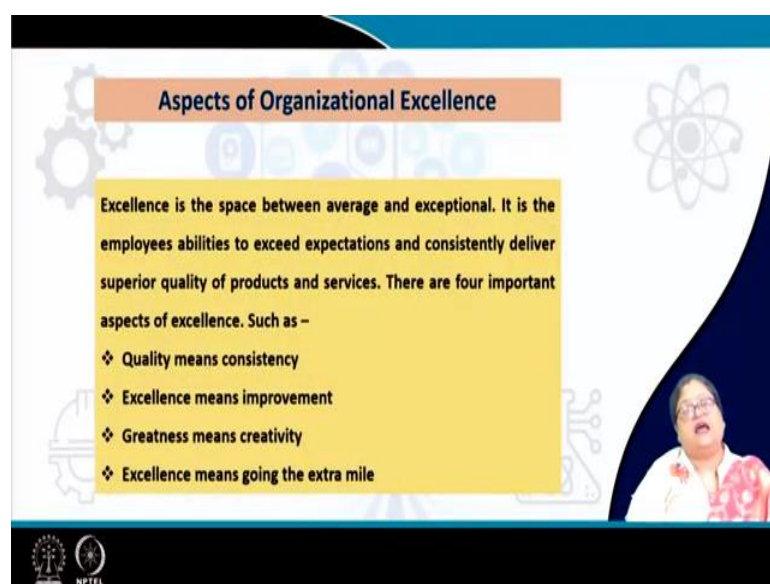
Defining Organizational Excellence

Organizational Excellence is defined as the ongoing efforts to establish an internal framework of standards and processes intended to engage and motivate employees to deliver products and services that fulfill the requirement of the customers.

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Organizational excellence is defined as an ongoing effort, this word ongoing effort is very important, it is not a onetime activity, but an ongoing effort to establish an internal framework of standards and processes in which is intended to engage and motivate employees to deliver products and services that fulfill the requirements of the customers.

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Aspects of Organizational Excellence

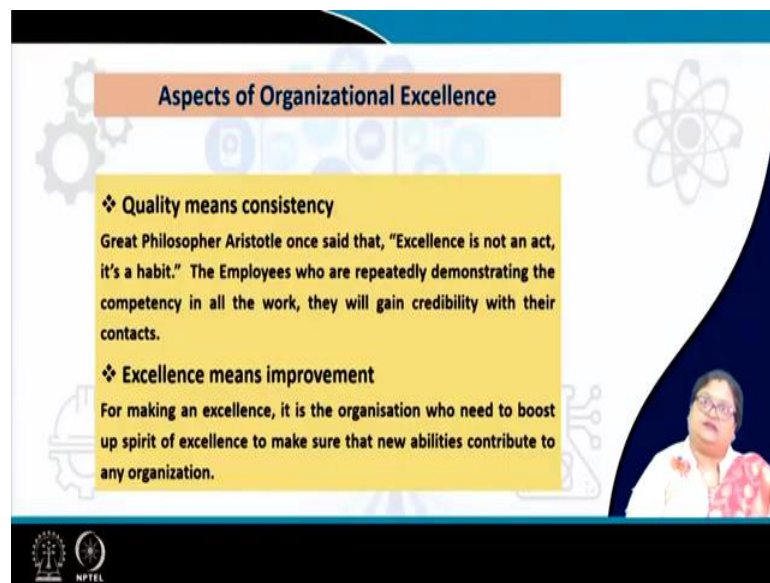
Excellence is the space between average and exceptional. It is the employees abilities to exceed expectations and consistently deliver superior quality of products and services. There are four important aspects of excellence. Such as –

- ❖ Quality means consistency
- ❖ Excellence means improvement
- ❖ Greatness means creativity
- ❖ Excellence means going the extra mile

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Now, what are the aspects of organizational excellence. Excellence is a space when you talk which is between average and exceptional, it is the employees' abilities to exceed expectations and consistently deliver superior quality of products and services there are four important aspects of excellence such as quality means consistency, excellence means improvement, greatness means creativity and excellence means going the extra mile.

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Aspects of Organizational Excellence

- ❖ **Quality means consistency**
Great Philosopher Aristotle once said that, "Excellence is not an act, it's a habit." The Employees who are repeatedly demonstrating the competency in all the work, they will gain credibility with their contacts.
- ❖ **Excellence means improvement**
For making an excellence, it is the organisation who need to boost up spirit of excellence to make sure that new abilities contribute to any organization.

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We will try to describe this in a more elaborate way. Quality means consistency: great philosopher like Aristotle once said, "excellence is not an act it's a habit." The employees who are repeatedly demonstrating the competency in all the work, they will gain credibility with their contacts.

Excellence means improvement. For making an excellence, it is the organization who need to; who need to boost up spirit of excellence to make sure that new abilities contribute to any organization.

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Aspects of Organizational Excellence

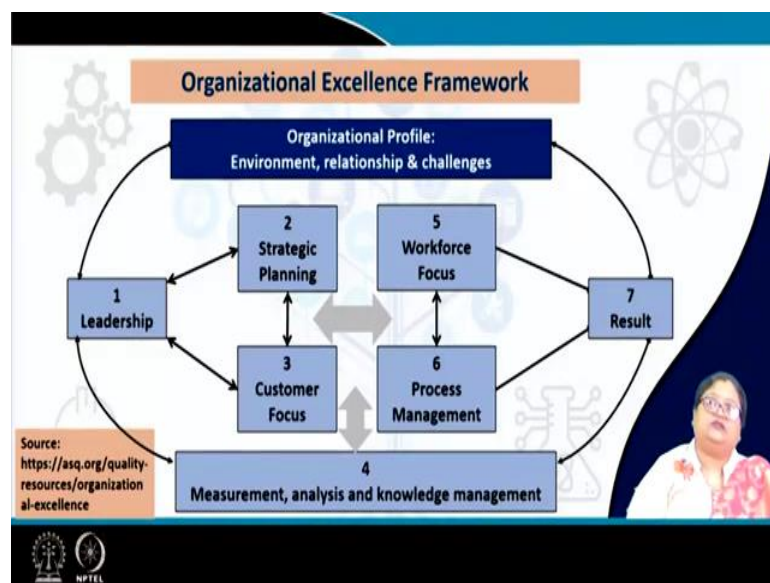
- ❖ **Greatness means creativity**
Creative people sometimes break new ground to give rise to excellence. The creative efforts originally taken up to open up imaginations and interaction with people to make them attract towards organisation of excellence.
- ❖ **Excellence means going the extra miles**
Excellent people routinely do more than asked. They react positively to excellence with loyalty and they reward excellent leaders with support.

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Greatness means creativity. Creative people sometimes break new grounds to give rise to excellence. The creative efforts originally taken up to open the imaginations and interactions with people to make them attract towards organizations of excellence.

Now, excellence means going the extra miles. Excellent people routinely do more than asked, they react positively to excellence with loyalty and they reward excellent leaders with support.

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We have an organizational excellence framework where we find like the there is an organizational profile in which there is an environment relationship and challenges this environment is both internal and external to the organization and relationship and challenges are both internal within the stakeholders who are present within the organization and also, we are present outside the boundaries of the organization also.

So, what we find over here like you can see like it is a both sided arrow which is given meaning like each of them influence each other. So, the leadership defines the strategic planning and has a customer focus which then leads to like again measurement and analysis of knowledge management which is important.

So, whenever we are strategically planning and we are having a customer focus we need to understand who what is the knowledge base of our employees, what are the strengths and weaknesses, what are the competencies where like how much of the human capital to what extent do, we have. So, that is like we can answer to this customer focus, we get to the demands of the customer and to the I think that we can go for the strategic planning this helps us do this measurement analysis and knowledge management.

This homework this background work helps to understand what is the gap which is there between what is expected in terms of strategy planning and customer focus and what we really have in terms of the intellectual base the competency base that we have and the resources that we have. That leads to the workforce focus where we get to see who are our present employees what is the talent that we have, like what are the present skill set of the employees and how they can be trained to close the gap between what is expected and what we have in line with our inventory.

Now, skill inventory now what is the knowledge base what is the competency and that will help to define the different processes undertaken for it which is not only the training and development. Training and development is one of the sub functions of course, which is related with all other HR functions because we need to understand whether training and development is the answer or recruitment is the answer or like maybe shifting employees from one department to the other is the answer.

So, we have to take a decision, it is a human decision regarding the workforce that we need to take and we have to manage the processes accordingly we have to like channelize our resources accordingly. So, the workforce focus and will lead to the

process management and ultimately that will lead to a result which is again going to we are going to going to measure it and find like whether it is the result as per the expectations.

And this result will again have an effect of the organizational profile in terms of like if you are going by the training and development, it is of course, going to bring a shift in the like nature of employees we have and it is going to bring in more knowledgeable employees more competent employees who are better able to answer to the challenges of the environment.

And this whole process really starts with the leadership, its leadership which is transformational in nature leadership which is like which is very agile in nature who understands the importance of the workforce who understands the importance of employees towards the organization.

Leadership which is also servant, leadership who wants to nurture the employees so that they can contribute better towards the purpose of the organization these kinds of leadership are very important for developing the employees and making the path goal kind of leadership.

So, all these leadership styles empowering leadership needs to be blended in the leadership styles that we are having which is going to focus on the strategic planning with its focus on customer and how to see like how to close the gap between of the present workforce and the expected workforce and their contribution towards the organization and how to plan for the like connect different HR functions and processes with each other.

So, that they can contribute towards the expected deliverables as understood from the like demands of the environmental challenges and that again gives feedback. So, this together will lead to an organizations excellence an organization who is able to give a timely response expected response to the demands of the environment and survive.

So, in that case this measurement analysis knowledge management focus and worker process management strategic planning customer focus all these are very important interlinked points with each other.

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Organizational Excellence Framework

As per Malcolm Bridge Excellence Framework, the attributes of organizational excellence include:

- Leadership
- Strategic planning
- Customer and market focus
- Measurement, analysis and knowledge management
- Workforce/human resources
- Process management
- Business results

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As per the Malcolm bridge excellence framework the attributes of organizational Intel excellence include like strategy leadership as if already discussed strategic planning, customer and market focus, measurement analysis and knowledge management, workforce or human resources, process management and business results.

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Key Areas of Organizational Excellence

American Society for Quality has pointed out that there should have deliberate management and improvement in six key areas for successful organizational excellence as noted below:

- **Information:** Metrics, measures, and decision support
- **Structure:** Roles, responsibilities, and accountabilities of each functional area
- **People:** Total human capital within the organization
- **Rewards:** Compensation and incentives
- **Learning systems:** Knowledge and training
- **Work processes:** Interaction and linkage of workflows

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The American society for quality has pointed out that there should be, there should have been deliberate management and improvements in the six key areas for successful organizational excellence as noted below. Information sharing, understanding the

information, the metrics of information, measures and decision support, the structure of the organization in terms of roles responsibilities and accountabilities of each functional area. People: the total human capital within the organization rewards in terms of compensations and incentives.

Learning systems which is knowledge and training and work processes which are interaction and linkage of workflows. It is very important like the information flows and it helps in taking the decision, there is a supporting structure which facilitates the interaction which helps which tells the roles and responsibilities and accountabilities of the people who are like present in that role.

The nature of the human capital people their like competencies, their inner strength their skill sets knowledge attitudes everything matters and what are the rewards for reaching a particular goal how people learn the knowledge and training is very important and the how each of the work processes are linked with each other.

So, whether like if we want certain improvement whether training and we have time constraints also. So, whether training could be the answer or we need to focus on other processes of HR other functional areas. So, that is a decision it is in which needs to be taken for organizational excellence and that is possible only when there is a proper linkage and interaction of the different workflows.

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Employees Training and Organizational Excellence

Well trained employees help organization increasing productivity and yielding profit. There are high rate of employees retention and customer satisfaction for investment in employees training.

Effective training saves labor by reducing time spent on problem-solving and saves money in the long run by producing a better workforce.

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Now, how employee training and organizational excellence are related to each other. So, well trained employees helped organization increasing productivity and yielding profit. There are high rate of employee's retention and customer satisfaction for investment in employee training.

Effective training saves labor by reducing time spent on problem solving and saves money in the long run by producing a better workforce.

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Importance of Training and Development in an Organizational Excellence

Training and career development are very vital in any company or organization that aims at progressing. This includes decision making, thinking creatively and managing people. Training and development is so important because-

- o Help in addressing employee weaknesses
- o Improvement in worker performance
- o Consistency in duty performance
- o Ensuring worker satisfaction
- o Increased productivity
- o Improved quality of service and products
- o Reduced cost.
- o Reduction in supervision

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What is the importance of training and development in organizational excellence is? The training and career development they are very vital in any company or organization that which whose aim is to progress. This includes decision making, thinking creatively and managing people.

So, these are the main features of organizational excellence also. The training and development here plays a very important part because it helps in addressing employee weaknesses.

As I was discussing in the organization excellence model your measurement analysis and knowledge management and again simultaneous focus of the workforce which is present there in the organization. The inventory of skill set that you are having or the knowledge base that you are having helps to understand where the employees need to develop so

that they can come up to that level that is expected to contribute towards the expected deliverables.

So, training and development is important because it helps to address employee weaknesses, it helps in improvement of worker performance, consistency in duty performance, ensuring worker satisfaction, increased productivity of course, it is that is you can take like this is a sub party if all these things are done; obviously, it is going to like add to increasing productivity improved quality of service and products reduced cost and reduction in supervision.

Because if the employees become self developed, if they become motivated if they become engaged because they love doing certain things because they have been given the strength to do it, they are like they have got the self confidence that they can do it because they know they know about it and they can do it. So, it reduces the more supervision is not required because they become like self motivated to perform because they know like they have the capability to perform. So, that it reduces in reduction in supervision also.

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Effect of Employees Training on Individual Performance

Training and development is a continuous process for employees irrespective of they are old or newly appointed. The effect of training on individual performance can be put down as follows:

- increase productivity and efficiency,
- improve the quality and quantity of work,
- boost employees' morale and organizational climate,
- implement new or changed policies or regulations,
- ensure the survival and growth of the organization,

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So, what is the effect of employees training on employees or individual performance is that training and development is a continuous process for employees irrespective of whether they are old or newly appointed. It is very important aspect like the difference that I was telling like when I was discussing on employee employment contracts.

So, in contracts when you sign the contract form maybe it is discussed about your orientation training and maybe the bond amount that you get have to give back if you are just leaving the organization after the orientation training happens, but its somewhere the employment contract remains like not so explicit about like what are the different kinds of training and career development opportunities that you have throughout your life span in the organization.

So, that is that definitely comes in whenever we are talking of human employees as human capital because in that continuous learning continuous training development improvement becomes a very integral part of the high-performance system.

And where we are talking of human capital like development and management because it is a continuous process which is there and which is given to all employees irrespective of whether you are an old employee have been there in the organization for some time or you are a newly appointed person.

So, that it is a continuous process which all employees like need to go through and that organization gives you a facilitating mechanism for it and it is also an effort which needs to be taken by the employees also because it is a value addition to themselves and to the organization both.

So, how does it help the employees' performances, is it increases productivity and efficiency. It improves on the quality and the quantity of work output that you get boost employees moral and organizational climate, implement new or changed policies or regulations, ensure the survival and the growth of the organization. These are very vital points which are important from the perspective of the individual's performance and contribution towards organizational excellence.

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Effect of Employees Training on Individual Performance (continued)

- develop new skills, knowledge, understanding and attitudes, provide for succession plan and ensure continuity of leadership,
- prevent skill obsolescence and cope with the new technological advancement,
- use correctly new tools, machines, processes, methods or modifications thereof, (ix) reduce waste, accidents, turnover, lateness, absenteeism, and other overhead costs

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It also helps to develop new skills, knowledge, understanding and attitudes which provides for succession plan and ensure continuity of leadership. So, it helps you the employees in moving ahead in the career path also. It prevents skill obsolescence and cope with the new technological advancement. Use correctly the new tools machines processes methods and modification thereof, and it reduces like waste, accidents. Turnover, lateness, absenteeism and other overhead cause.

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Effect of Employees Training on Organizational Performance

There are significant effect of training to employees in organization performance. Some of them are as follows:

- Generates employees satisfaction and self-esteem
- Meets up expectations and needs of employees
- Reducing turnover costs
- Increases productivity
- Improves the quality of work
- Enhances skills, knowledge, understanding and attitude,
- Bring about the use of tools and machine,

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So, what are the effect of employees training on organizational performance? So, there are some important aspects of employees training on organizational performance like first of course, is generates employee satisfaction and self esteem. It meets up the expectations and needs of the employees, it reduces turnover costs, it increases productivity improves, the quality of work and it enhances the knowledge skill understanding and attitude.

And it brings about the use of new tools and machines help employees to adapt and accept the new technology and become experts in the use of new machines and techniques.

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So, these are very important aspects if we talk of organizational performance. So, adapting to the new technology it reduces waste, accidents, turnover, lateness absenteeism I mean other overhead cost. It also eliminates the obsolescence in skills, technologies, methods, products, capital management, enhances the implementation of new policies and regulations and prepares the people for achievement improves manpower development and ensures the survival and growth of the organize.

If you have seen like there are certain overlap in points whenever we are discussing about how employees training and helps in individual performance and how employees training help in organizational performance. So, there have been certain, if you have noticed it very carefully some overlap of points between these two factors.

Which means like if the training is given to the employee as per the need of the organization, the need of the department and of course, the need of the employees. So, which is a very important aspect of training need analysis where we match the need of the employees for a certain developing certain skill sets and competencies with the need of the organization where they require certain skills to develop certain competencies to develop.

So, if these two things are matched properly and a training is given to an employee in that area. So, what we find it helps in the employees to grow also by improving certain of their performance level certain of their skill sets competencies attitudes way of adjusting to the situations in the organization. Accepting the policies, contributing to the policy development and adapting to new technologies.

So, these reduction in waste improving contributing to the quality management. So, these improves the employees the person as a and more, become more asset to the organization helps an employee to improve move ahead in their career path also and this simultaneously also leads to the organizational performance and development.

And because these are the points of overlap where you find the individual performance and organizational performance these are the linking pins and if these are focused on along with the proper feedback and hand holding support from the leadership and facilitating environment and given by the organization and of course, a zeal of the and person also to learn certain new things.

So, it is not only that the organization is providing certain opportunities to develop the employees also needs to be equally interested enough to take that scope of development and nurture and nourish oneself. So, if all these things come together then the training really has an immense impact not only on employees' individuals' performance and development, but also on organizations performance and development.

Because these all these individual performances will collectively enrich the group performance and the group performance will be focused again towards the organizations performance and help the organization to achieve its target and excel in the deliverables that are expected by the customers and the environment and become like more sustainable in the mind of the customers and in the and in the complexities of the environment that it is functioning and with respect to its competitors also.

So, in that perspective training and development is very important for organizational excellence. So, in these introductory lecture sessions of week 1 we have tried to focus on again what is training, what are the importance of training, who are the employees, what is the relationship of the employer employees' contract, how we can see move beyond the basic contract towards considering human being as human capital.

And when we have a focus on human capital, how the training and development and other learning opportunities become very ingrained essential parts of the organization to help the organization to become a high-performance work system and work organization and develop systems which are like suited to the purpose of the organization and like reach the excellence and this organizational excellence is not like at the cost of the employee's excellence.

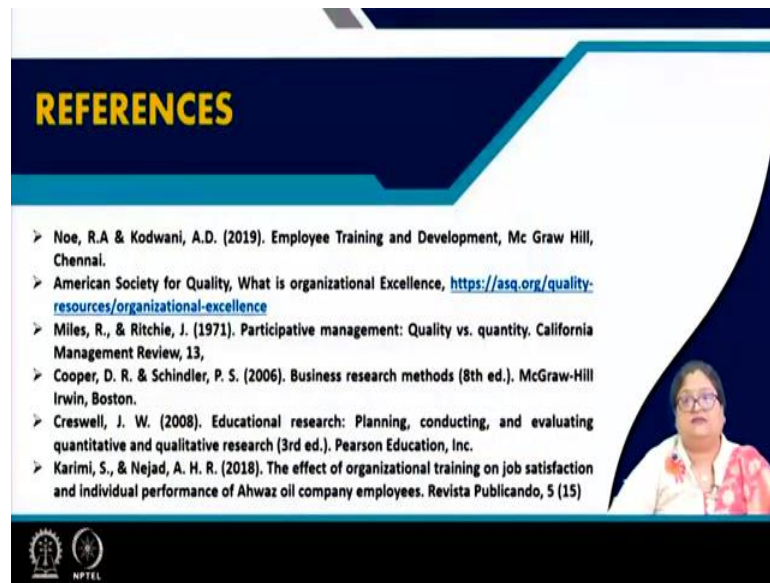
But also, the employee's excellence get blended with the purpose of the organizations excellence and both of them perform together, both of them reach the goal of excellence together and that is how like it is a very likes there is a synergy, there is a win-win situation and training and development helps both the employees and the organization to grow together.

In the 2nd weeks lecture we are going to focus on the strategic training and development and the lecture series will be focusing on how to because we are focusing on training and development for the purpose of organizational excellence and human excellence of course, which are present there within the organization.

So, it is not like we are focusing on training for personal excellence and we are not considering the organizational purpose or we are focusing only on the organizational purpose and we are not looking into the human aspects, no it is not that training and development helps to bring a balance between both these things a synergy between both these things.

And strategic planning for training and development strategic training and development is the way which helps to bring this balance in the 2nd weeks lecture we are going to focus on strategic training and development.

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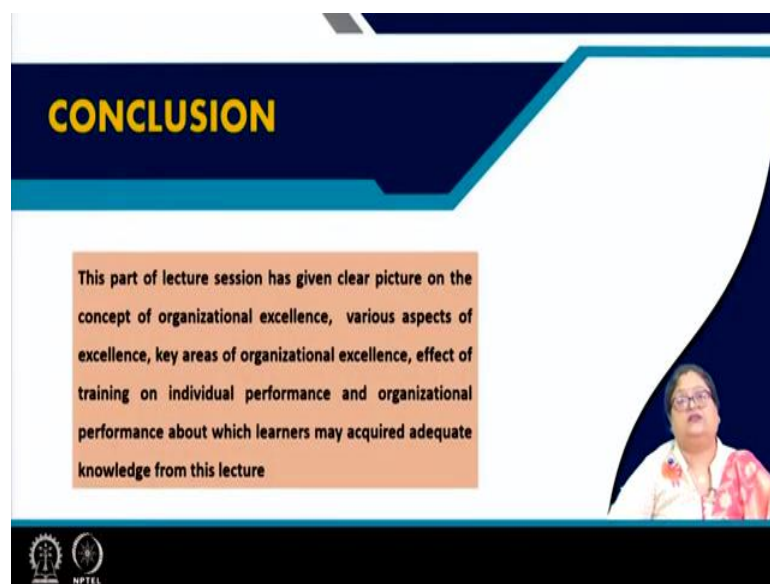


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CONCLUSION

This part of lecture session has given clear picture on the concept of organizational excellence, various aspects of excellence, key areas of organizational excellence, effect of training on individual performance and organizational performance about which learners may acquired adequate knowledge from this lecture

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These are the references used for preparing this lecture topic and these are the conclusion about the session is that we get a clear picture of the organizational excellence and various aspects of excellence, what are the key areas of organizational excellence and how training and development which helps to affect on the individual performance and organizational performance and till then.

Thank you and bye.