



NPTEL ONLINE CERTIFICATION COURSES

TRAINING AND DEVELOPMENT

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Module : 1

Lecture 01 : Employees Training and Development

TRAINING AND DEVELOPMENT

This part of lecture session will be held on the concept of employees, concept of training and concept of development.



Organisation

The term 'organization' has been defined in different ways like, a process, as a structure of relationship, as a group of persons and as an open dynamic system, and so on.

Organization is the process of identifying and grouping work to be performed, defining and delegating responsibility and authority and establishing relationships for the purpose of enabling people to work most effectively together in accomplishing objectives. (Louis Allen)

Organization is the process of combining the work which individuals or groups have to perform with the facilities necessary for its execution, that the duties so performed provide the best channels for the efficient, systematic, positive and coordinated application of the available effort. (Oliver Sheldon)



Employees in Organisation

The employees are the true assets of an organization. They are the ones who contribute effectively towards the successful functioning of an organization. They strive hard to deliver their level best and achieve the assigned targets within the stipulated time frame

An employee is a person who is paid to work for an organization or for another person.



Concept of Employees

Section 2(f) of the Indian Employees Provident Fund Act, states that:

“Employee” means any person who is employed for wages in any kind of work, manual or otherwise, in or in connection with the work of an establishment, and who gets, his wages directly or indirectly from the employer, and includes any person,—

- **employed by or through a contractor in or in connection with the work of the establishment;**
- **engaged as an apprentice, not being an apprentice engaged under the Apprentices Act, 1961 (52 of 1961), or under the standing orders of the establishment;**



Concept of Employees

Employees are individuals who are hired by a person or business to perform work for the person or business, also referred to as the employer. It is stated that individuals are considered employees if the employer can control the work performed. Additional factors that make someone an employee include:

- **The person is on the company's payroll and receives a specific salary or wage**
- **The individual is eligible for benefits and other perks offered by the employer**
- **A written or implied contract of employment**
- **The person is protected by law in terms of wages and employment rights**



Various Types of Employees

There are various types of employees, such as

- Full-Time Employees.
- Part-Time Employees.
- Seasonal Employees.
- Temporary Employees.
- Daily hire/weekly hire
- Apprentices/trainees



Concept of Training

Training refers to teaching an employee new skills to help them improve their job performance and work more efficiently. A few examples of employee training programs might include:

- **Company-wide training on using new work management software**
- **Department training on how to use new machinery to increase productivity**
- **Individual training on how to bill and invoice clients for a new hire**



Concept of Employee Development

Development, on the other hand, refers to the improvement of existing skills. A few common ways companies invest in employee development might include:

- Hosting a workshop on interpersonal communication
- Hiring a consultant to address weaknesses in workflow and inter-department communication
- Offering one-on-one mentorship for rising stars and future company leaders

In short, training is specific to internal company goals and processes, while development extends outside of the company and can include general skills like communication, leadership, and project management.



Concept of Training and Development

Training and development refers to educational activities within a company created to enhance the knowledge and skills of employees while providing information and instruction on how to better perform specific tasks.

Specifically we may have idea about training, development and education

- Training refers to the process of imparting specific skills required for standard performance.
- Development refers to the learning opportunities & designed to help employees grow.
- Education is theoretical learning in classroom.



Employees Training and Development

Employee Training is:

- A process to enhance the technical skill of the employee.
- To help improve employee's knowledge for a specific job and task.
- A short-term process to gain immediate results.

Employee Development is:

- A process to enhance soft skills like leadership, attitude, communication, and thought process.
- A tool to help employees get a broad-perspective for their future growth.
- A long-term process to make the workforce future proof and create a way for continuous growth for both organizations and employees.



Types of Employees Training and Development

- **Technical training:** It is a type of training meant to teach the new employee the technological aspects of the job.
- **Quality training:** It refers to familiarizing employees with the means of preventing, detecting, and eliminating non-quality items, usually in an organisation that produces a product.
- **Skills training:** It includes proficiency needed to actually perform the job.
- **Soft skills training:** It refers to personality traits, social graces, communication, and personal habits that are used to characterize relationships with other people.
- **Professional training:** It is a type of training required to be up to date in one's own professional field.



Different Types of Training Provided by Companies

- Profession or industry specific
- Managerial and supervisory
- Processes, procedures, business practices
- Mandatory and compliance
- IT and Systems
- Customer service
- New employee orientation
- Basic skills
- Interpersonal skills
- Product knowledge
- Executive development
- Others (quality)



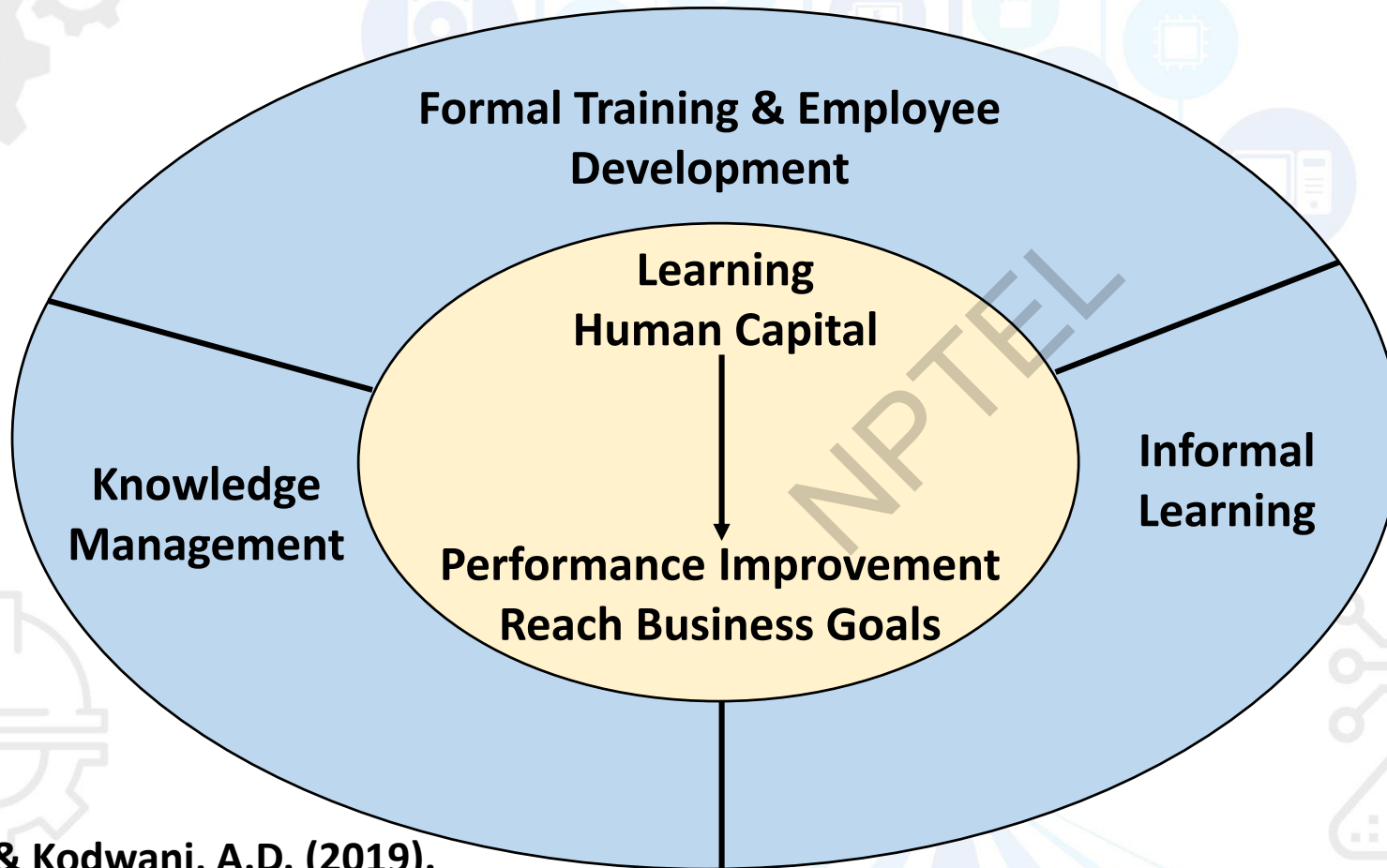
Importance of Employees Training and Development

The importance of leadership in organizational management are-

- (i) Influencing the behaviour of people
- (ii) Helps employees in fulfilling their needs
- (iii) Introducing required changes
- (iv) Solving conflicts effectively
- (v) Training and development of subordinates
- (vi) Setting a clear vision
- (vii) Motivating and guiding employees
- (viii) Building morale



Business role of Training and Development



Source:
Noe, R.A & Kodwani, A.D. (2019).



Business role of Training and Development

Learning

It is referred to employees acquiring knowledge, skills, competencies, attitudes or behaviours. The focus of training and development is not just employee learning for its own sake but it needs to demonstrate how it contributes to the company's competitive advantages through improving employee performance. From the organisation's perspective, what the employees learn contributes to the development of intangible assets such as human capital.



Business role of Training and Development

Human Capital

It refers to the knowledge (know what), advanced skills (know how), system understanding, and creativity (know why) and motivation to deliver high quality products and services (care why).

The concept of human capital recognizes that not all labor is equal. But employers can improve the quality of that capital by investing in employees. This can be done through the education, experience, and abilities of employees.



Business role of Training and Development

Knowledge Management

As described by Academicians (Noe, R.A & Kodwani, A.D. 2019), knowledge management refers to the process of enhancing company performance by designing and implementing tools, processes, systems, structures and cultures to improve the creation, sharing and use of knowledge.



Business role of Training and Development

Formal Training and Employee Development

It is referred to training of employees and development of courses, programmes and events which are developed and organized by the company or the corporate houses. In all these employees are required to attend or to complete which can include face to face training programmes such as instructor-led courses as well as online programmes.



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Business role of Training and Development

Informal Learning

It is referred to the learning that is learner initiated, involves action and doing, is motivated by an intent to develop and does not occur in a formal learning set up. It is occurred without a trainer or instructor and its breadth, depth and timing are controlled by the employees.



Forces Influencing for Working and Learning

Forces that are influencing for working and learning include-

- **Economic cycles**
- **Globalization**
- **Increased value placed on intangible assets and human capital**
- **Focus on link to business strategy**
- **Changing demographics and diversity of the workforce**
- **Talent management**
- **Customer services and quality emphasis**
- **New technology**
- **High performance work systems**



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CONCLUSION

This part of lecture session has given clear picture on the concept employees, employees training and development. Various types of training, business role of training and development and forces influencing for working and learning.



**THANK
YOU !**



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Module 1:

Lecture 02 : Employee & Employer Relationship

TRAINING AND DEVELOPMENT

Employer and employee relationship always gives better benefit to the organisation. Here we will be discussing about issues relating to it.



What is employer-employee relationship?

When employees have a strong, healthy relationship with their employers, the entire company benefits. Studies show that employees who have mutually respectful relationships with their employers are more likely to be happy, loyal and productive in the long-run.



What is employer-employee relationship?

Employee and Employer Relations describe the relationship between workers and employers in business

Employee / Employer relations looks at the relationship between workers and the business



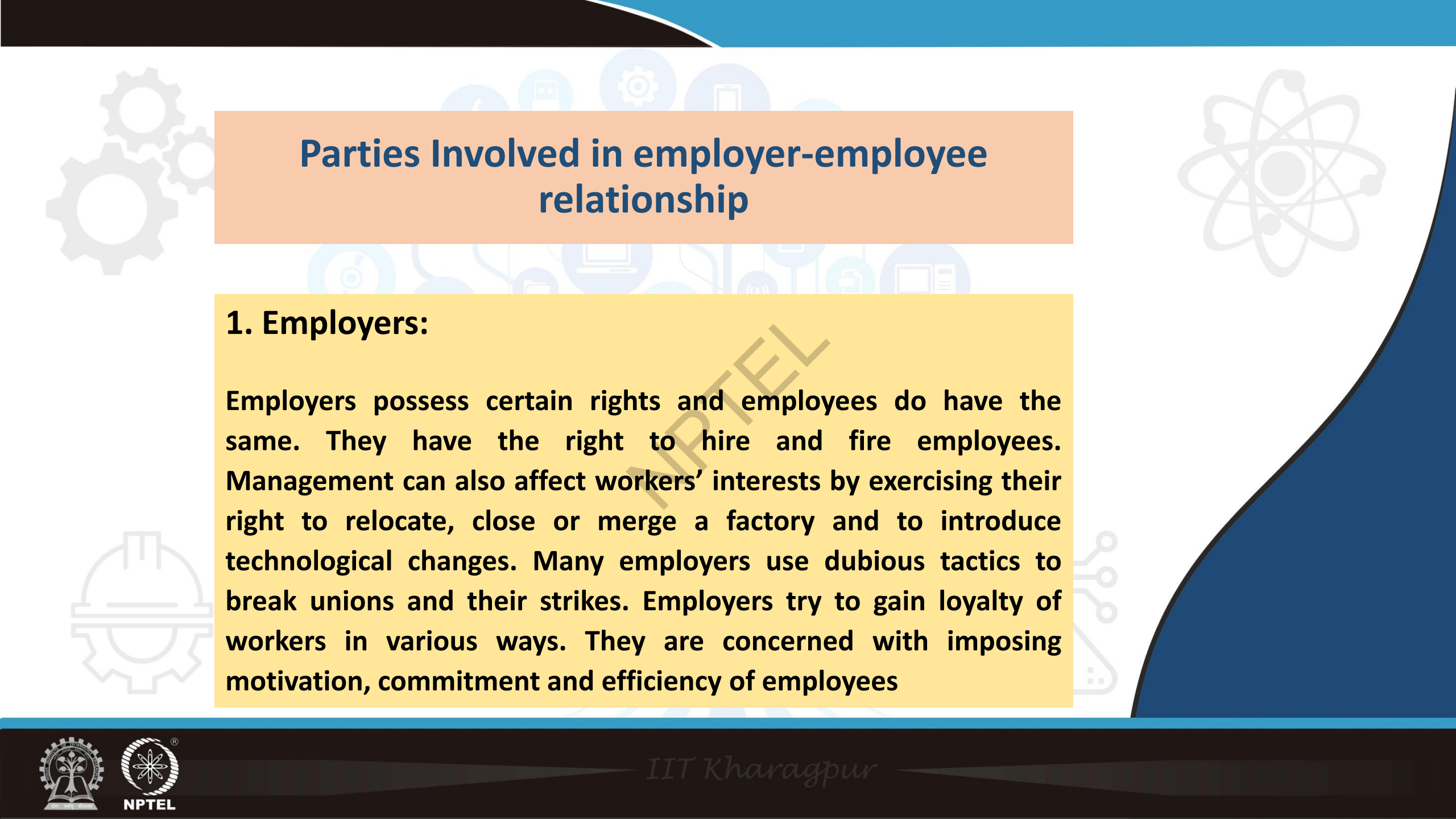
Parties Involved in employer-employee relationship

1. Employers

2.
Employees

3. Government

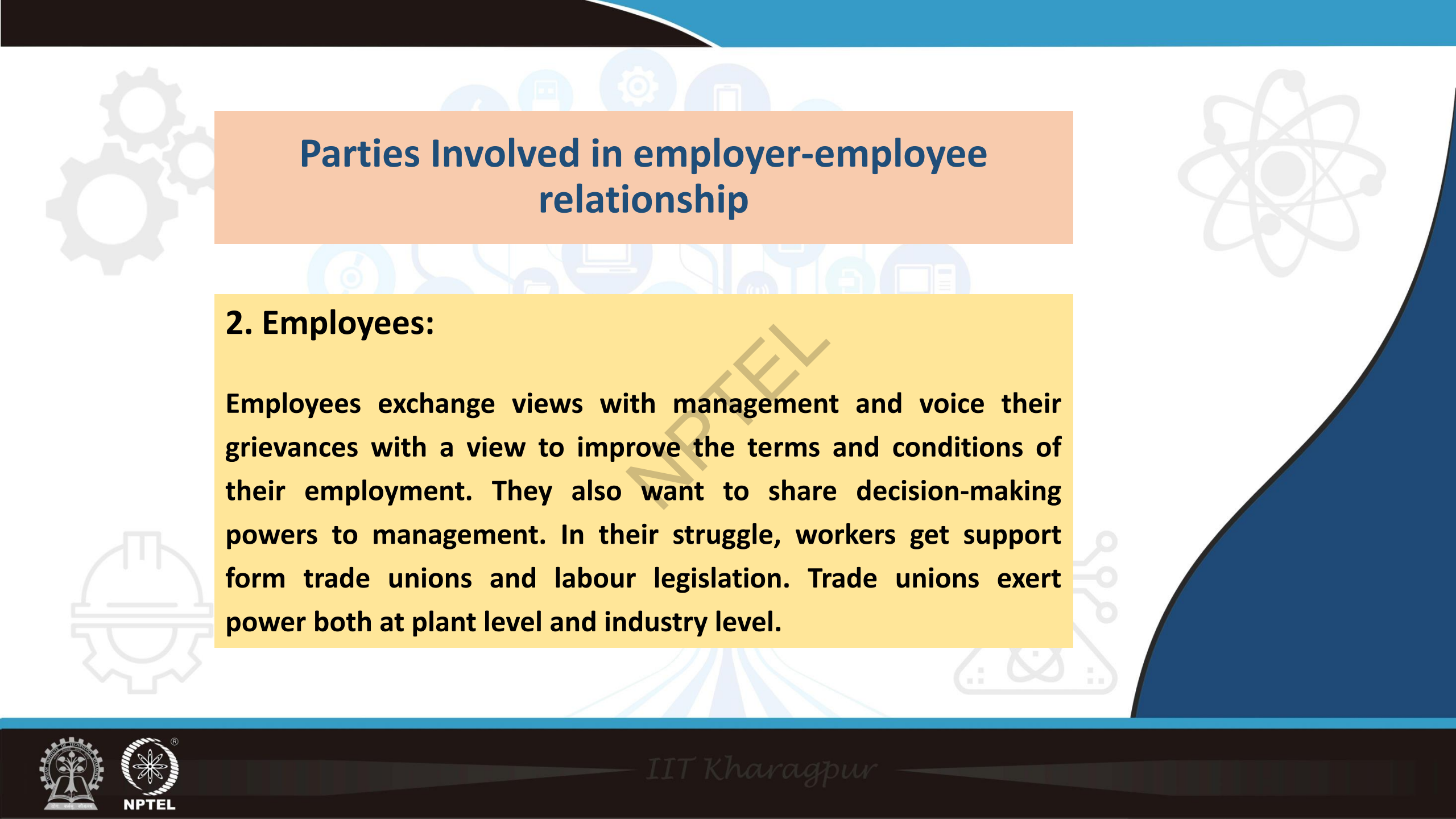




Parties Involved in employer-employee relationship

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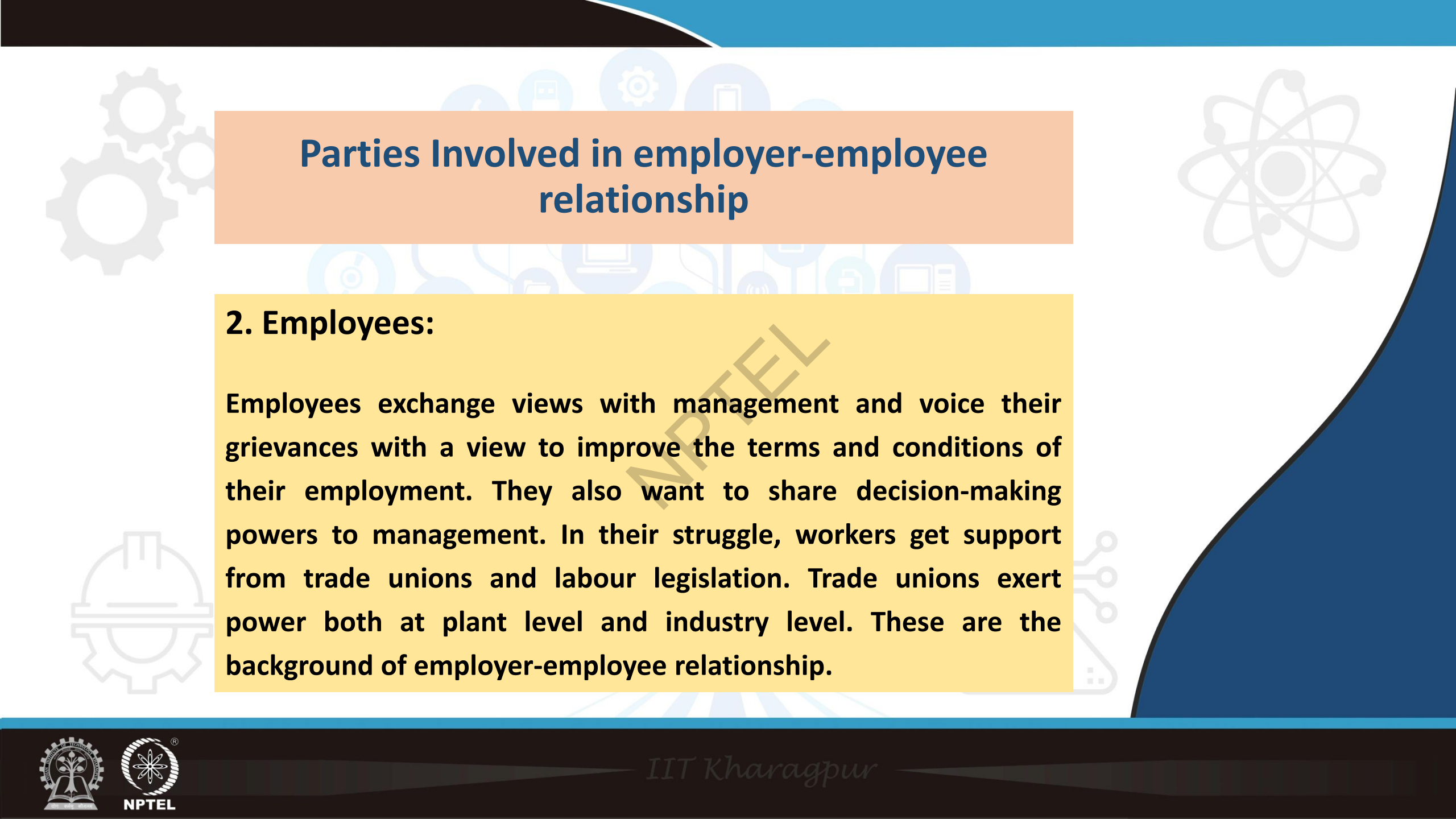
Employers possess certain rights and employees do have the same. They have the right to hire and fire employees. Management can also affect workers' interests by exercising their right to relocate, close or merge a factory and to introduce technological changes. Many employers use dubious tactics to break unions and their strikes. Employers try to gain loyalty of workers in various ways. They are concerned with imposing motivation, commitment and efficiency of employees



Parties Involved in employer-employee relationship

2. Employees:

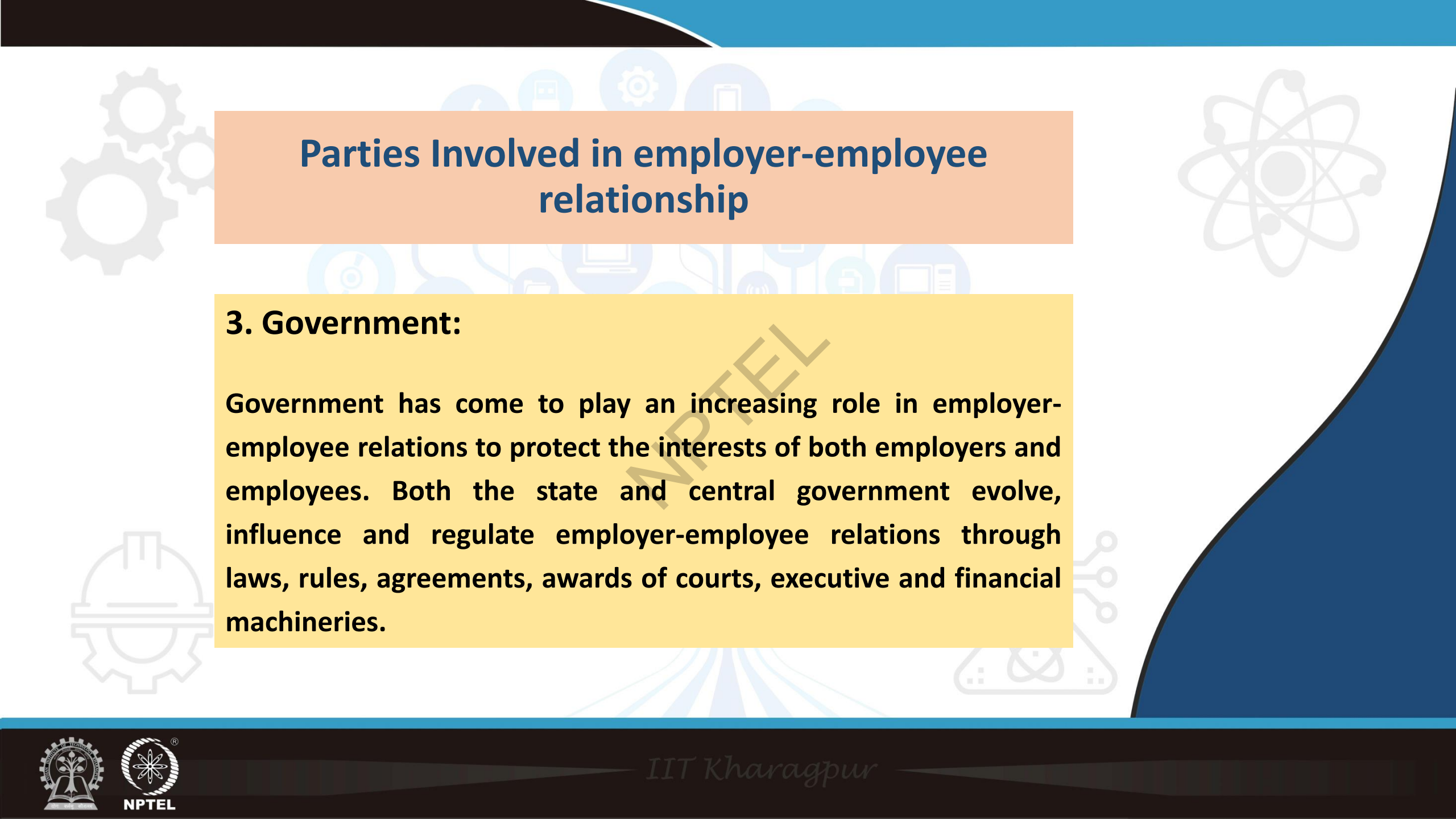
Employees exchange views with management and voice their grievances with a view to improve the terms and conditions of their employment. They also want to share decision-making powers to management. In their struggle, workers get support from trade unions and labour legislation. Trade unions exert power both at plant level and industry level.



Parties Involved in employer-employee relationship

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Parties Involved in employer-employee relationship

3. Government:

Government has come to play an increasing role in employer-employee relations to protect the interests of both employers and employees. Both the state and central government evolve, influence and regulate employer-employee relations through laws, rules, agreements, awards of courts, executive and financial machineries.

Some Features of Employer-employee Relationship

Some important features of employer-employee relationship are as follows:

- Employer-employee relations are the outcome of the employment relationship in industry.
- Employer-employee relations include both individual relations as well as collective relations.
- The relationship is not limited between trade unions and employer but also extends to the general web of relationships between employers, employees and the Government.

Some Features of Employer-employee Relationship (continued)

- Employer-employee relations is a dynamic and developing concept. It undergoes change with changing structure and environment of industry.
- There is distinction between human resource management and employer-employee relations. Human resource management deals mainly with executive policies and activities regarding the human resource aspects to the enterprise while employer-employee relations are mainly concerned with employer-employee relationship.
- Employer-employee relations do not function in a vacuum. These are rather the composite result of the attitudes and approaches of employers and employees towards each other.

Some Features of Employer-employee Relationship (continued)

- Several parties are involved in the employer-employee relations system. The main parties are employers and their associations, employees and their unions, and the Government.
- The main purpose of employer-employee relations is to maintain harmonious relationships between management and labour. The focus in these relationships is on accommodation.

Scope of employer-employee relationship

There are wide scope of employer-employee relationship.

Main issues involved are as follows:

- ❖ Grievances and their redressal.
- ❖ Workers' participation in management.
- ❖ Ethical code and discipline
- ❖ Collective bargaining
- ❖ Standing orders
- ❖ Machineries for settlement of disputes



Outcome of Employer-employee relationship

Maintaining a strong employer and employee relationship can be the key to success of an organization if the relationship is strong between employee and employer then the employee will be

- More productive
- More efficient
- Create less conflict
- Will be more loyal with the organization.
- Better customer service
- Higher quality product



Types of Employer-employee relationship

There are two types of work relationships: professional and personal.

- Professional relationships are solely for the purpose of getting your work done. They help you advance your career and would not exist if not for your job.
- Personal relationships at work are those you have in the workplace for social reasons.



Importance of Employer- Employee Relationship

The importance of employer-employee relationship can be described as follows:

- Reducing conflict in workplace
- Setting goals
- Employee loyalty
- Productivity
- Effective communication
- Employees retention



Importance of Employer Employee Relationship

- **Reducing conflict in workplace**

When there's conflict, everybody forgets the main goals and objectives of the company and concentrate on conflict resolution. Therefore, employers need to get along with their employees to protect the interest of the company

- **Setting goals**

employees may accept increased accountability as they recognize how their individual performance directly impacts the company



Importance of Employer Employee Relationship

▪Employee loyalty

When the employees are loyal to their employers, they tend to stick around for as long as the journey lasts. Not only will they work hard for the success of the company, but they'll also defend the goodwill of the company whenever necessary.

▪Productivity

When employers and their workers' rapport in the workplace, the job becomes more interesting, simpler, and motivating. Every employee will love to work with a boss who's encouraging, cheerful, friendly, and understanding.



Importance of Employer Employee Relationship

▪Effective communication

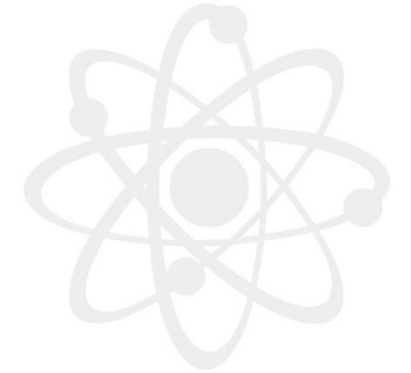
It is vital in an employer-employee relationship. It leads them to be on the same page, moving in the same direction, towards one common goal.

▪Employees retention

When the employees love the environment of their jobs and the relationship they have with their boss, they tend to stick to the company no matter what. Business organizations can channel the money they spend on recruitment and training towards growth and expansion activities.



Elements of Employer Employee Relationship



Following are some important elements depending upon which the relationship is built up between employer & employee:

- **Respect**

Both parties need to respect each other for an employer-employee relationship to exist.

- **Communication**

Open communication is a cornerstone of any successful relationship, and the employer-employee relationship is no exception.

- **Support**

Employers need to support their employees to establish relationships of trust and respect. This element can take on a few different forms.



Elements of Employer Employee Relationship

- **Boundaries**

There need to be boundaries in every employer-employee relationship. The first is the boundary between the professional relationship and the personal relationship.

- **Appreciation**

To foster strong employer-employee relationships, employers need to show that they recognize and appreciate the contributions their workers are making to the company.



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CONCLUSION

This part of lecture has covered concept of employer-employee relationship, its features, scopes, types, importance and elements.



**THANK
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Module 1:

Lecture 03 : Employment Contract

TRAINING AND DEVELOPMENT

There are various forms of employment contract like employment agreement, job contract and employment contract. Here we will discuss about employment contracts and its various other issues.



What is Employment Contract

A contract of employment is an agreement between an employer and an individual employee which sets out their employment rights, responsibilities and duties. These are also called the 'terms and conditions' of the contract signed between the employer and an individual employee and an employer or a labour union.



What is Employment Contract

An employment contract is a agreement for an agreed duration for the exchange of service and remuneration between two parties. It may include information about compensation (pay/wage), vacation time, the job description and duties, probationary periods, duties of confidentiality, termination procedures, and information about both the employee and employer



How Employment is Taken Place

There are different stages through which an employment is made for an applicant to a company or an organization. Such as-

- Advertisement/notification for situation vacancy
- Interview/discussion/negotiation
- Employment offer with a reasonable signing deadline
- Signing of offer letter by worker/employee
- Any pre-condition is satisfied
- Employment contract is made and employee/worker starts work



Issues Relating to Employment Contract

Following are some important aspects of contract of employment that taken into consideration:

- Who is going to be an employee
- Legal formalities involved for employment contract
- Mutuality of obligation
- Bonus provision for the employees
- Statute/common law implied
- Disciplinary process
- Confidentiality and return of property



Mandatory Information in any Employment Contract

Following important information are mandatory for any contract:

- Name of the employer and the employee
- Address of the employer
- Place of work of an employee
- Designation or title of the job along with job description and designation
- Date of commencement of employment
- Probation period
- Criteria for performance evaluation
- Acceptance of terms of reference



Mandatory Information in any Employment Contract

Information about salary and other benefits required for any contract:

- Salary or wage of the employee
- Overtime (if the applicable)
- Information about any other payment to which the employee is eligible
- Method of payment and wage calculation
- Additional benefits
- Pension scheme
- Annual leave entitlement
- Conditions related to taking leave
- Sick leave and other paid leaves



Statutory Rights of Employees

Every employees have their statutory safeguards in the context of the following:

- Unfair dismissal
- Discrimination irrespective of gender, caste, race, age, religion and deformities, etc.
- Working time and shifts
- Redundancy
- Minimum period of notice
- Statutory maternity/sick pay



Types of Employment Contract

There are three types of employment contract, like-

- Permanent employment contract
- Temporary employment contract
- Independent contractor/consultant



Types of Employment Contract

- **Permanent employment contract**

Permanent employment contract is applicable to employees who work regular hours and are paid a salary or are paid on an hourly rate. We can also count it as a permanent employee agreement. This is an ongoing contract unless the employer terminates the employee or the employee resigns by his own.



Types of Employment Contract

- **Temporary employment contract**

Agreements for temporary employment is based on contingent requirements and mainly as a stop gap arrangement. Temporary agreement states the terms and conditions that govern the contractual agreement between two parties (employer and employee) who agree to be bound by the contract.

Types of Employment Contract

- **Independent contractor/consultant**

An independent contractor is a person employed by an agency or an organization who needs to complete a particular job or project rather than assigning that job or project to an employee. It is also known as a consultant or as a freelancer who is typically self-employed and provides goods, services for customer in exchange for monetary compensation.

Other Types of Employment Contract

- **Written employment contract**

A written contract is a great way to clearly define the role, the responsibilities, and the benefits and to prevent any confusion. Employee is given scope to read carefully all elements of a contract before signing it. There might be legal consequences in case the employee break the contract.

Other Types of Employment Contract

- **Implied employment contract**

An implied employment contract is one that is inferred from comments made during an interview or job promotion, or from something said in a training manual or handbook, e.g., a potential employee may be told that the employee's job is a long-term or permanent position unless the employee is fired for a good reason



Other Types of Employment Contract

- **Union labour agreements**

Members of labor unions are covered by group employment contracts that stipulate wages, benefits, scheduling issues, and other working conditions for covered employees.

Independent Contractor & Employee

Independent Contractor	Employee
Has a personal investment in contracting business	Employer controls the employee's wages
Has signed an Independent Contractor Agreement	Has signed an Employment Contract
Works on a fixed-term basis	May undergo employment reviews
Does not receive employment benefits from clients	May receive employment benefits, such as medical, pension, vacation, or sick pay



Independent Contractor & Employee

Independent Contractor	Employee
May hire employees or subcontractors to help complete services	Employer creates his or her job description
Customers have little overview of the work or services	Employer controls how the employee's work is carried out

Basic Consideration of Employment Contract

There are some basic consideration of employment contract. They are as follows:

- The contract must be well-written (good content) to be enforceable.
- Properly signed up by both the parties (good process)
- It must be preserved over time if things change



Pros and Cons of an Employment Contract

Pros	Cons
Clearly defined duties, the responsibilities and benefits	Limits the flexibility of employment under the contract
Protects each party having executed the contract	There are legal bindings for breaking the terms
Provides stability of terms of references for the foreseeable future.	This can only be changed through re-negotiation

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CONCLUSION

This part of lecture session has given clear picture on the concept of employment contract, how does it take place, what are the mandatory information require for contract, types of employment contracts and basic consideration of employment contract.



**THANK
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Module 1:

Lecture 04 : Employee as a Human Capital

TRAINING AND DEVELOPMENT

This part of lecture session will be held on the employee as Human Capital and its various aspects.



Concept of Human Capital

The term 'human capital' refers to the fact that human beings are invested in themselves by the means of education, training, or other activities of their capacity building, which help to yield future benefit or to raise their income in future by increasing their lifetime earnings.

In the context of employment, explanations of the concept of human capital suggest that education or training raised the productivity of workers.



Human Capital in Workplace

Human capital is the measure of the economic value that an employee provides, through their knowledge, skills, and abilities. On an average, the total human capital costs are almost three-fourth of a company's operating expenses.



Features of Human Capital

Scholars (Pasban and Nojedehe 2016) have identified some important features of human capital which are as follows:

1) Creativity and innovation

The survival of any organizations depends on their power of rebuilding of their employees and the work environment. This rebuilding is accomplished through adapting the goals to the present circumstances and improving the methods of accomplishing various works to achieve these goals for a better future.



Features of Human Capital

2) Knowledge and skill

The value of workers' knowledge and skill and their effect on the product process have been analysed from time to time. The efficiency of the company is largely depending upon the knowledge and skills of the employee. The training to employees is a sort of investment in human, which supports the skilled and trained workers

Features of Human Capital

3) Value added

The human resources can help the company with having competitive advantage and value added and operating comprehensive quality plans. Employees can create the predictions at different level of the organization, define the values, missions and goals, design strategic plans, and implement those plans according to values.



Features of Human Capital

4) Competitive advantage

Employees talent such as good performance, flexibility, creativity, and the ability to give direct services to the customer play a key role in creating competitive advantage for the organization. In order to have competitive advantage, the company must distinguish their products from their competitors through employing more talented and skilled employees.



Features of Human Capital

5) Increasing customer's satisfaction

The customer's loyalty to a service company is determined through the employees' behavior towards that customer. Evaluating the services by the customer depends on the competence, attitude, experience, and skill of employees, thus the behavior of employees related to customers will affect the future of service relationship

Types of Human Capital

Human capital can be categorized into five major types:

- Knowledge Capital
- Social Capital
- Emotional Capital
- Customer capital
- Intellectual capital



Types of Human Capital

➤ Knowledge Capital

It is considered as an asset in need of constant investment of both money and time because like all other assets, knowledge capital depreciates and is not finite. People need to be given the opportunity to continually improve and upgrade their skills in order to maintain their talents. The more a company invests in its knowledge capital, the more value it holds.

Types of Human Capital

➤ Social Capital

Social capital is defined as 'features of social organization such as networks, norms, and social trust that facilitate coordination and cooperation for mutual benefit. For example-

- ❖ Corporate culture
- ❖ Management philosophy
- ❖ Management practice
- ❖ Informal networking systems
- ❖ Coaching/mentoring relationship



Types of Human Capital

➤ Emotional Capital

Emotional capital is a tripartite concept composed of emotion-based knowledge, management skills and capacities to feel that links self-processes and resources to group membership and social location.

Employees are considered as rich emotional capital if they are high in self-esteem, self-regulation, emotional energy, resilience and agreeableness.



Types of Human Capital

➤ Customer Capital

It refers to the value of relationships with persons or other organizations outside company for accomplishing the goals of the company.

The relationship with suppliers, customers, vendors and government agencies and that of brands, customer loyalty, distribution channels are considered as customer capital



Types of Human Capital

➤ Intellectual Capital

It refers to the codified knowledge that exists in a company, such as patents, copyrights, trade secrets and intellectual property.



Benefit of Human Capital Investment

Increase employee satisfaction

Investing in professional development for your staff can lead to greater job satisfaction. When the employees feel that their workplace cares about their development, they are more likely to be satisfied with their jobs.

Improves retention rate of employees

Workers who are receiving professional education and development are less likely to seek other employment opportunities.



Benefit of Human Capital Investment

Increases employee involvement in work

Investing in employee development can help to grow your employee engagement. Giving your staff career advancement opportunities, and investing in their development, gives them a reason to be engaged at work.

Improves return on investment

Employees' salary, benefits, and perks are all an investment in company's human capital. The companies spend money on developing its workers to maximize the return on human capital investment



Benefit of Human Capital Investment

Improves organizational communication

Human capital development works to improve every facet of employee performance, including communication. This process can help company to help employees who may be lacking communication skills and assist them in remedying this situation. Better communication leads to better employee satisfaction and engagement.



Human Capital Management (HCM)

Concept

Human capital management is the process of hiring the right people, managing workforces effectively and optimizing productivity of the organisations. This is focused on the organisational need to provide specific competencies and are implemented in three important aspects like workforce acquisition, workforce management and workforce optimization.

Elements of Human Capital Management

The elements of human capital management are as follows:

- Recruitment
- Onboarding
- Payroll
- Time and attendance
- Benefit and retirement of service
- Talent management
- Training
- Reporting and analytics
- Compliance



Importance of Human Capital Management

Human capital management has the following importance:

- **Changing workforce demographics and the ability to get work done in remote environments**
- **An expanded availability of contract-based and freelance employees**
- **Increasing compliance regulations in both the United States and other countries**
- **Tightening labor markets and the need for specialized skills**
- **The prevalence of team-based work structures**
- **An explosion of available workforce data**

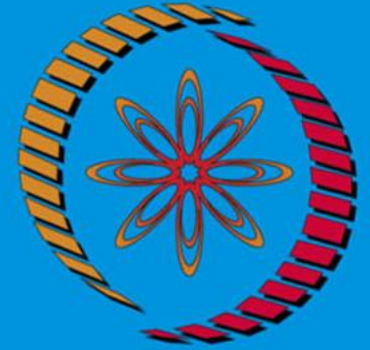


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CONCLUSION

This part of lecture session has given clear picture on the employees as human capital, concept, features, types, benefits and concept of human capital management and its importance. Learners may be able to learn all about these after attending the lecture session.



**THANK
YOU !**



NPTEL ONLINE CERTIFICATION COURSES

TRAINING AND DEVELOPMENT

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Module 1:

Lecture 05 : Employees Training and Organizational Excellence

TRAINING AND DEVELOPMENT

This part of lecture session will be held on various issues employees training and organizational excellence.

Organizational Excellence

Introduction

Organizational excellence is a term used in the company frequently to define how they seek to stand out by putting processes in place to motivate employees to serve better to the customers.

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



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.



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



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.



Aspects of Organizational Excellence

❖ Greatness means creativity

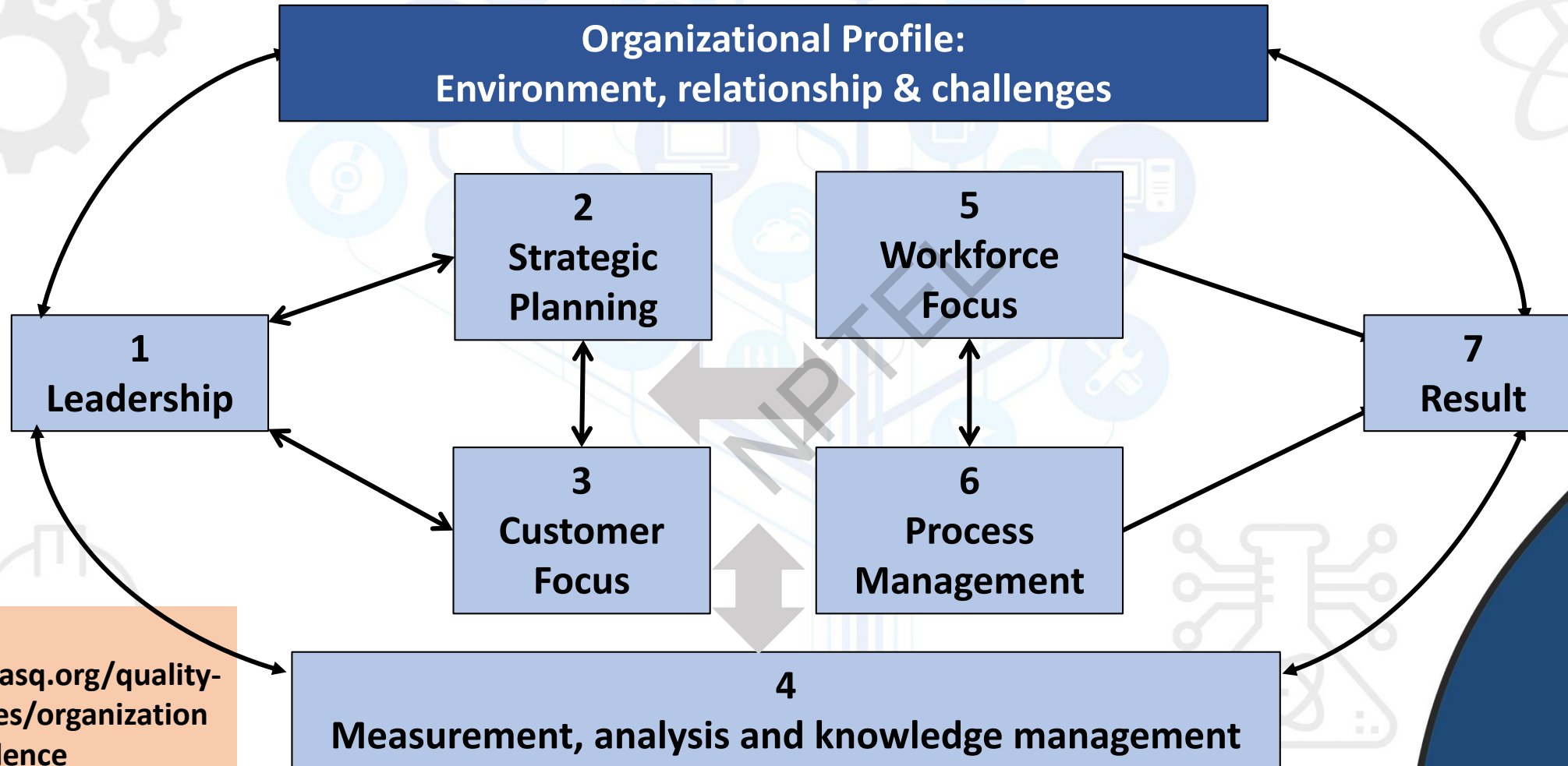
Creative people sometimes break new ground to give rise to excellence. The creative efforts originally taken up to open up imaginations and interaction with people to make them attract towards organisation of excellence.

❖ 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.



Organizational Excellence Framework



Source:
<https://asq.org/quality-resources/organizational-excellence>

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**



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



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.



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-

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



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,



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,
- reduce waste, accidents, turnover, lateness, absenteeism, and other overhead costs



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,



Effect of Employees Training on Organizational Performance (Continued)

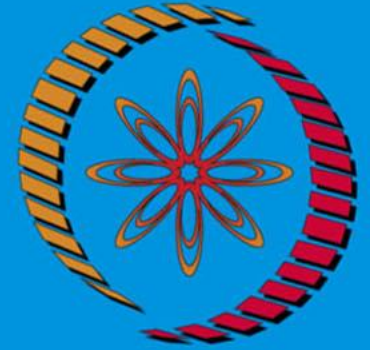
- Reduces waste, accidents, turnover, lateness, absenteeism and other overhead costs,
- Eliminates obsolescence in skills, technologies, methods, products, capital management,
- Enhances the implementation of new policies and regulations, and
- Prepares people for achievement, improves manpower development, and ensures the survival and growth of the organization

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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



**THANK
YOU !**