Research On Effective Training Method In Organizations – A Millennials Need

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Abstract: Training plays an important role in every organization. It acts as a strategic business tool for organizational development. Currently employer perspective has changed from profitability to employee wellness, as millennials value Training and Development benefits above all. Hence this research focuses to find the most effective training method considered from an employee perspective. A survey was conducted using a questionnaire and responses from 108 respondents was analysed on the preferred training methods for various skills in the organizations. The results showed that on the job training is mostly preferred than off the job and among off the job, still the millennials prefer Classroom training with Instructor the most than the Computer based trainings.

Keywords: Training, organization, employee, millennials, on the job training.

I. INTRODUCTION

Human Resources act as the pillar to the organization and their growth is of prime importance in today's world. They lay the foundation for a competitive advantage. With better learning opportunities and skill development through training, companies try to retain their critical resources in the organization. Training is successful only through effective training methods and delivery. Organizations spend a lot in training and development, in turn expecting the return on investment through employee's improved performance. Hence selecting the most effective training method from an employee perspective than from an employer can produce good results.

TRAINING PROCESS

A systematic approach is followed by the organizations for the training process. Starting from the need analysis identification, where employees themselves provide their priorities on the areas which they require training. This can be of high priority if it immediately affects the business outcomes. Need analysis serves as an important phase for both the employer and employees in gathering the effective requirement which could end up in successful training.

Followed by need analysis, the concerned department in the organization designs and develops the training plan. This training plan takes in the priorities of the employees and business into consideration. This plan is then verified with the budget allocated for the training and development. On successful approval, the training is implemented and the feedback is collected from the participants. The success of the training mostly lies in the implementation of the knowledge into work by the employees of the organization. Hence performance improvements, improved business results are the measurements for the training outcomes.

ROLE OF TRAINING METHODS

Methods of Delivery plays an important role in training. Keeping the trainees interested in the topic, bring in effective learning, better results for the organizations is possible through better training methods. From an employer perspective, the training method should be cost-effective, satisfy employee expectations and should yield a higher return on investment (ROI)

From an employee perspective, training method should support theory and practice, for better learning. By the best training method, trainees expect "Effective information in the

most Effective way". As we are in the digital era, people want to spend less time in training but need the maximum out of it. This brings in challenges for the organizations in making the right training method decisions.

II. CLASSIFICATION OF TRAINING METHODS

The training methods in organizations are generally classified under two categories namely On the Job Training and Off the Job Training. On the Job training is where the employees have one-to-one coaching/Mentoring or direct directions given to them at work. Off the job is where people attend training sessions away from work. Further these two methods has various traditional and interactive approaches under them.

ON THE JOB TRAINING

✓ *Coaching /Mentoring (one-to-one):* This method is mostly one-to-one method where it concentrates on the individual needs. Either through instructions or through observation, employee learns right on the job and also implements the learning immediately.
✓ *Job Rotation:* This is a method where employees are shifted onto various different jobs or tasks on the same job process after a fixed period of time. By this method, they learn the entire process and acts as a cross training.
✓ *Job Instruction Training (JIT):* This is a method where the trainer explains the trainee about the job in a step by step approach, giving an overview, purpose and the results expected. It also allows the employees to have a hands-on experience in the job.

OFF-THE-JOB TRAINING

✓ *Classroom Training/ Instructor led Training:* This is the most popular method among the off the job training techniques, where the trainees are gathered into one common location and is offered training. It started off in a traditional approach of lecture with a whiteboard but currently successful classroom training use interactive approaches. Through quizzes, group discussions, case studies, question cards trainers try to make the training effective.
✓ *Simulations:* By this method the trainees are provided with environments similar to the real-time practices. This can be a digital or real time environments. Recent trends are the management games and in- basket exercises.
✓ *Vestibule Training:* This method involves a prototype environment where the learners are trained in a similar environment as the real environment. This gives a real-time experience in learning about the job without much risk exposure.
✓ *Computer Aided Training / (Online Training including self-paced and facilitated):* The emerging trends in technology has taken the learning to next stage. Through computer based technology, training has become simpler and more cost effective. Able to reach the global audience in short time, it acts as one of the most important

advantage from an employer perspective. Starting with Video conferencing, webcasts which are facilitated, now online modules are developed as packages which makes learning self-paced and provides flexibility for the employees.
✓ *Other Advancements in Training:* Recent trends and advance technologies like Virtual reality (VR), Artificial Intelligence (AI) and learning through smartphone applications, YouTube has now taken their part as training tools in organizations. Many organizations prefer VR for real time experience and learnings like aircraft trainings (Suhasini & Suganthalakshmi, 2015).

## III. SELECTION OF TRAINING METHODS BY ORGANIZATIONS

Depending on the needs and requirements from need analysis, employers decide on the training method for content delivery based on the availability of resources, time and budget allocated for training. They use several methods or tools like decision matrix and delivery method matrix. The decision through these techniques is taken depending on a series of questions based on content, resource and participants.

IV. TRENDS IN TRAINING

A survey was done among the employees of MIT (Massachusetts Institute of Technology) in 2006 to find out their preference on the most effective training method, providing them best learning experience. The survey came up with a result where nearly 80% of the employees preferred the Instructor led classroom training. This was at the earlier stage of Internet and its revolution, and people also believed in real time training. Better interaction with the instructors, knowledge sharing among the participants, and immediate feedbacks with respective to the training and trainer were the reasons for the higher preference.

Over the past decade, there has been changes in the training methods due to increased learner's needs, advancements in technology and increasing trends in mobile technology. Considering only the off-the-job training, there is a slow migration from classroom Training/ILT to e-Learning.

As per the seven-year data collected by Association for talent Development (ATD), there has been a gradual decrease in the learning hours spent in Instructor-Led- Training. In 2010 it was nearly 59% which gradually decreased to below 50% in 2015.
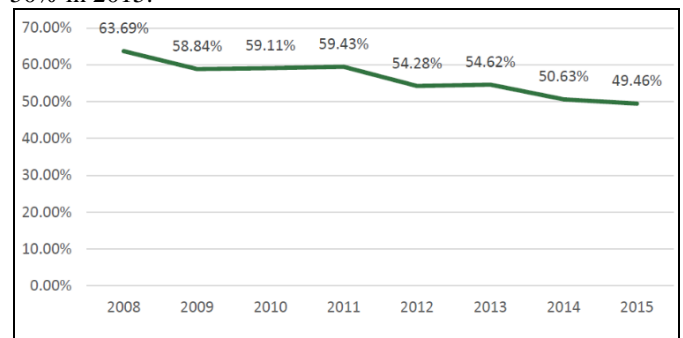
Source: Survey results of Association of talent and development (ATD)

Figure 1: Usage of ILT as training methods in organizations

The usage of e-Learning as a training method also depends on the size of the organization. From the survey performed by the training magazine in 2016, showed mostly the large organizations prefer e-Learning techniques.
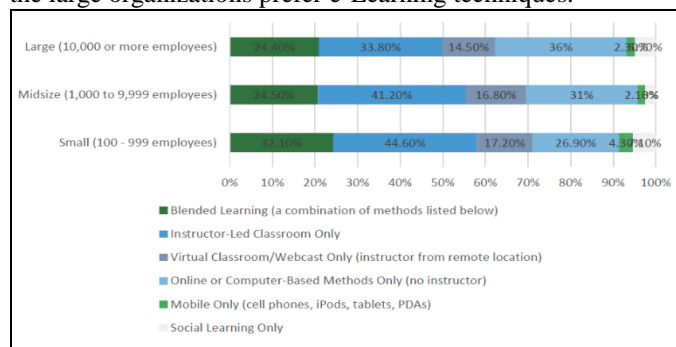
Source: Training Magazine

Figure 2: Training Delivery Methods by Company size in 2016

The reasons being many, as it requires a sophisticated technical infrastructure for e-learning in practice. It also depends on the workforce who are with high exposure to technology and adaptability to emerging trends.

V. OBJECTIVES OF THE STUDY

✓ To find the preference on the two methods of training (on the job or off the job) among the millennials.
✓ Preference of training methods for different skills in organizations.
✓ To find the most effective method for learning from an employee perspective.
✓ To analyse on the migration of training methods from traditional classroom training to online training.

VI. LITERATURE REVIEW

In any organization, training and development plays a major role in enhancing the employee performance. Highly competent human capital can be one of the major contributor towards organizational performance. The decision on training methods depends on the need for learning, resources, cost and time. (Vinesh, 2014) stated that many companies are not meeting the training needs of employees, which results in the gap between the required and the acquired skills. Training needs are in terms of availabilities, methods and areas of training. It is also difficult for the organizations to decide on one particular technique, as it depends on the type of the job and there is a possibility for the employees to be trained in both (Ongori & Nzono, 2011).

From an employee perspective, (Sohail, Ahmad, Iqbal, Haider, & Hamad, 2014) from their research found that most of the employees considered training to be necessary part of the organization. Among the training methods, the frequent method used was on the job training which resulted in successful employee performance (Kum, Cowden, & Karodia,

2014). According to (Khan, Khan, & Khan, 2011), on the job training has a positive impact on both the performance of employees and the employer. He proved it through his research, stating the significant impact of on the job training on organization performance.

On the job training is considered as most effective, as it provided task-specific skills and knowledge which may directly to be used as per job requirements (Alipour & Shahnavaz, 2009). Coaching, Mentoring, Job instruction training, understudy are some common forms of on the job training (Kanu, 2015)

Organizations always aim in training employees in large groups, for which they use the strategy of off-the-job trainings. This could be in the case of industry related, policies and procedural training. Off the job training satisfies shared learning in groups than individual needs (Alipour & Shahnavaz, 2009). Through off the job training, skills and knowledge obtained can be used in different functional areas of the organization. There are also various advantages in off the job training, compared to on the job. The employees concentrate in learning more, and is able to express their views, questions (Kanu, 2015). It also gives an opportunity for the learner to interact and learn from other trainees.

(Rapidah, Ali, Sakina, & Yusof, 2016) found that the survival and successful existence of the training function in an organization depended on the most effective training methods practiced. Organization growth or performance was not as expected in companies which had the least effective training methods.

Currently the trends in corporate training are changing rapidly. With the technological interference, trainings have a made a move from classroom trainings to web based trainings. Further in computer based, it has become highly sophisticated with simulations and artificial intelligence (Suhasini & Suganthalakshmi, 2015). This aims in bringing personalization for the employees and better cost effective measure for the employers.

VII. RESEARCH METHODOLOGY

SCOPE OF THE STUDY

The main aim of the study was to find the effective training method from an employee perspective. It also focuses to understand their need for different approaches of training for various functions and also on analysing the migration of employees towards e-Learning from traditional classroom training.

SOURCES OF THE STUDY

✓ Primary data

MODE OF COLLECTION OF PRIMARY DATA

A structured questionnaire was prepared based on the training methods used for the various skills and was circulated online. This survey basically covered both Secondary and tertiary sector, but majority being the tertiary. Qualitative

responses was also collected on their preference on the training methods.

VIII.   RESULTS

Master data was collected from nearly 108 respondents in India working in various manufacturing and services industries. Employees have provided their preference on the various training methods which could be effective for the different functionalities or departments of the organization like Marketing, Operations, IT and Finance. Initially, the exposure level of the employees in the organizations to the following training methods was analysed.

✓ Classroom Training with Instructor
✓ One -One Tutorial or Training
✓ E- learning but self- paced
✓ E- learning but Facilitated (Eg. webinars)
✓ Self- Paced but Non- electronic (Books and Manuals)
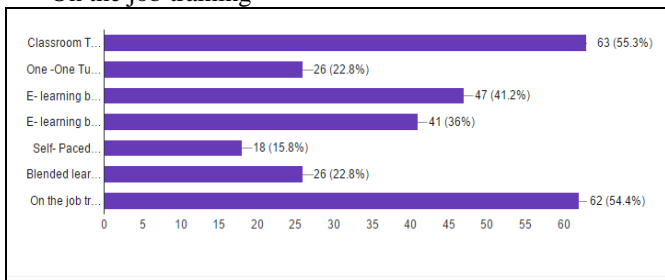✓ Blended learning (Both classroom and online)
✓ On the job training
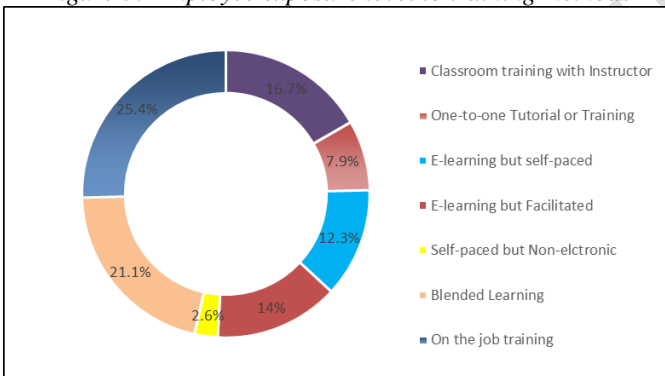

Figure 3: Employee exposure level to training methods

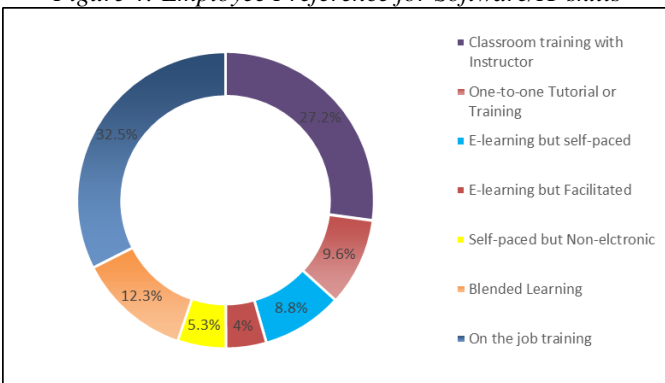*Figure 4: Employee Preference for Software/IT skills*

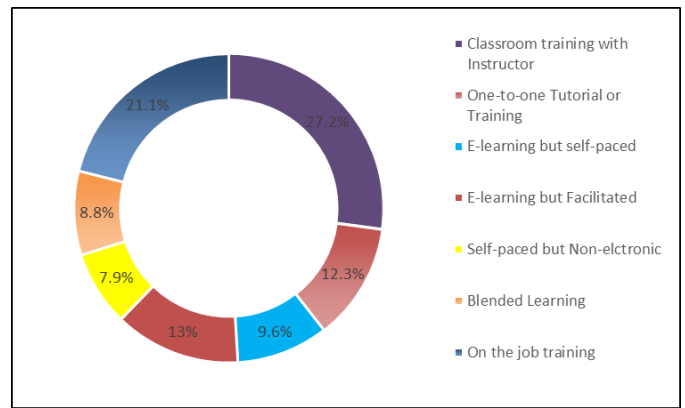*Figure 5: Employee Preference for Interpersonal/Leadership Skills*

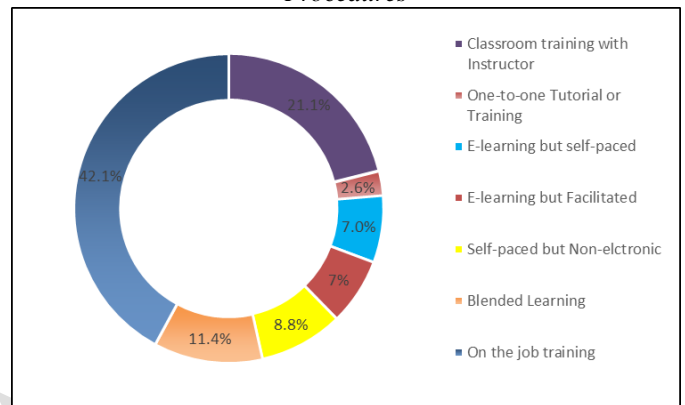*Figure 6: Employee Preference for trainings on Policies and Procedures*

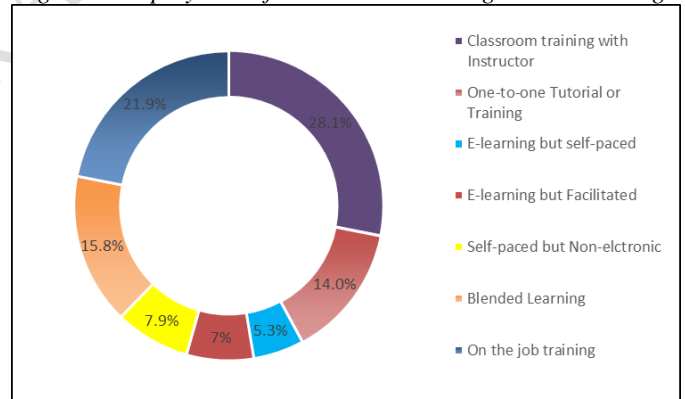*Figure7: Employee Preference on Marketing/ Sales Trainings*

Figure 8: Employee Preference for Finance/Accounting skills
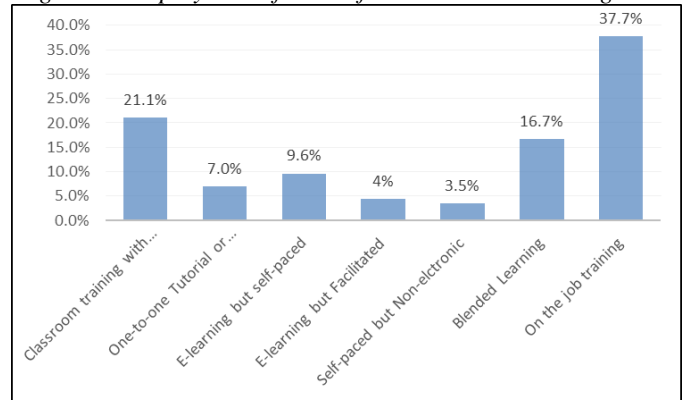

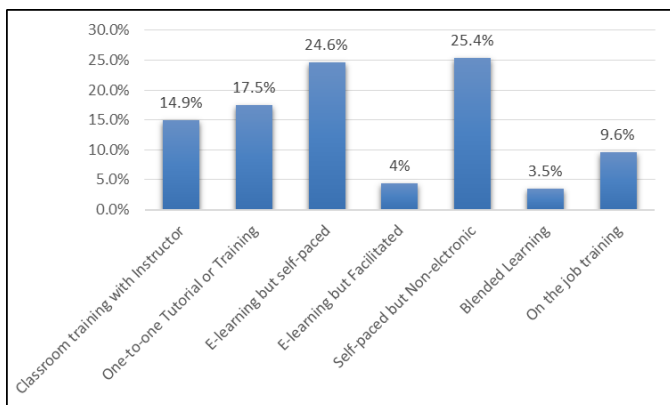*Figure 9: Overall Employee Preference on effective Training method*

Figure 10: Overall Employee Preference on least effective method

IX. DISCUSSIONS

✓ From the analysis of the survey results we find that though we live in the world of technology, organizations practice all types of training approaches right from traditional classroom techniques to virtual trainings. Figure 3 shows the exposure level to all the trainings with classroom training or ILT to be the maximum of 55.3%, followed by e-Learning self-paced with about 41.2%. Millennials (20-30 age approx.) still feel traditional ILT to be more effective among the off-the-job training.

✓ Among the off the job training, suitable approaches to be chosen for different skills as every job is unique with its responsibilities. As per the results, Figure 4 shows that Blended approach is preferred the most (Nearly 21%) by the employees related to technical and other software skills. Both theoretical concepts and practical exercises in systems results in best outcome as per the employees of IT industry. This is followed by the traditional classroom training with nearly (16.7%).

✓ Considering the leadership and Interpersonal skills, Figure 5 shows the first preference to be Classroom training with Instructor with about (27.2%) followed by the blended approach.

✓ Trainings related to the business functionalities such as financial and accounting skills, Classroom trainings with instructor is preferred the most with about (28.1%) as it involves discussions on financial concepts and its application. In marketing and sales related training, people prefer on the job training the most, as it involves learning through practical experiences. Organizations also take special measures in providing trainings on upselling skills, interactive classroom trainings with real time examples and success stories.

✓ Considering the preference on a broader perspective, millennials prefer on- the-job training to off-the-job trainings. This includes in all functional and skill based trainings.

✓ Overall, an opinion on the most effective and least effective training method was asked among the respondents and the results from Figure 9 showed nearly 38% of the target audience preferred on the job training. This shows that millennials don't prefer spending time in separate off the Job trainings, rather they would prefer mentoring or one-to-one coaching while working in the real-time environment. Among the off the job trainings, the most effective was analysed and found to be classroom training with Instructor with nearly 21% and least effective method was training through manuals, books and other physical training materials which was nearly 25% (Figure 10)

✓ Qualitative responses were collected from the respondents to find the reasons behind choosing the most effective and least effective training methods. Nearly 42 out of 108 feel on the job training as the best for the real-time experience and practical exposure which they get on the job. Millennials feel they can learn and understand better through interactive on the job methods. Least method preferred was the training through manuals, books. These are found to be less interactive and restricted. Currently as all information is available in internet, people don't prefer books which consumes time in learning a concept.

X. CONCLUSION

In today's world, training and development definitely has a bigger role to play in organizational performance. Successful framing and existence of the training function is possible only through effective training process starting from training need analysis till evaluation. Training methods or the delivery style has an important role to play in the overall process. Though researches was made from an organization perspective, this study takes an alternate way in analysing from the employee perspective. Keeping the target audience to be the millennials, found their level of exposure and their interest in trainings conducted by the organizations. The survey also aimed to get the preference of the Gen Y on the training methods preferred for different functions and for various skills. This includes technical, leadership, financial and marketing skills. Overall as per the survey results covering the younger workforce from India, it showed the most effective method to be the on the job training because of its practical exposure and real time experience and among the off the job, classroom training was the most effective and the least effective to be the physical reading materials like training manuals.

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