

Role of Training Programme in wellbeing of Employees - A Conceptual Study

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Abstract : *The purpose of this paper is to present a conceptual study established on the employee training and wellbeing and its benefits. This paper will inspect the structure and elements of employee training and wellbeing and later the study stages of wellbeing and present positive outcomes for employee's wellbeing. Organizations find it difficult to provide wellbeing. Importance of employee wellbeing program is growing for the organizations those pursuing to receive an advantage among competitors. Employees are esteemed resource of the organization and success or failure of the organization relay on the performance of employees. Therefore, organizations are financing large amount on employee training and wellbeing programs. Furthermore, in training program it is supportive for companies to emphasis on knowledge, expertise and ability of employees. The study described here is a vigilant assessment of literature on fundamental of employee training programme and its benefits*

Keywords: *Employee wellbeing, Training, Training benefits.*

I. Introduction

Human resources, are the most valuable assets of any organization, with the machines, materials and even the money, nothing gets done without man-power. Abiodun (1999) [1], submitted that: Training is a systematic development of the knowledge, skills and attitudes required by employees to perform adequately on a given task or job. It can take place in a number of ways, on the job or off the job; in the organization or outside organization. In many respects, well-being represents an ultimate and universal goal of human existence. As far back as Aristotle's time, achieving well-being has been a concern of philosophers. Today, most people would agree that a society in which human lives are going well and where well-being is promoted is a desirable goal to strive for. If a society with high levels of well-being is what we're aiming to achieve, then we need a way of measuring how well we are doing to help us better understand what action we should take to achieve our goal.

Oribabor (2000) [2] submitted that training aim at developing competences such as technical, human, conceptual and managerial for the furtherance of individual and organization growth, also Isyaku (2000) [3] postulated that the process of training is a continuous one. Man is dynamic in nature, the need to be current and relevant in all spheres of human endeavours' make staff development a necessity, to keep track with current event and methods. It is an avenue to acquire more and new knowledge and develop further the skills and techniques to function effectively. Scholars, experts, social scientist and administrators now recognize the fact that training is obviously indispensable not only in the development of the individuals but also facilitate the productive capacity of the workers.

Well-being plays a central role in creating flourishing societies. Focusing on well-being at work presents a valuable opportunity to benefit societies by helping working individuals to feel happy, competent, and satisfied in their roles. The evidence also shows that people who achieve good standards of well-being at work are likely to be more creative, more loyal, more productive, and provide better customer satisfaction than individuals with poor standards of well-being at work. Improving well-being at work implies a more rounded approach, which focuses on helping employees to strengthen their personal resources, flourish and take pride in their roles within the organisational system function to the best of their abilities.

Training increases productivity, improves the quality of work. It improves skills, knowledge, understanding and attitude. Training enhances the use of tools and machine and reduces waste and accidents. It increases turnover and reduce lateness, absenteeism and other overhead costs. It eliminates obsolescence in skills, technologies, methods, and products.

II. Definition

2.1. Training

According to the Michel Armstrong, (2001) [4] “Training is systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job”.

According to the Edwin B Flippo, (1984) [5] “Training is the act of increasing knowledge and skills of an employee for doing a particular job.”

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’ [6].

2.1.2 Employee wellbeing

The Chartered Institute of Personnel and Development (CIPD) defines employee wellbeing as “creating an environment to promote a state of contentment which allows an employee to flourish and achieve their full potential for the benefit of themselves and their organisation” [7]

III. Training And Wellbeing

3.1 Elements of Training

Udai Pareek⁸ has observed that there are three elements of training – purpose, place and time. The purpose of training is to bring about improvement in the performance of the human resources. It includes the learning of such techniques as are required for the intelligence performance of definite tasks. After having identified the purpose of a training programme, its place must be decided i.e. whether it has to be on the job or off the job. If off the job, where a training programme should it be. Place would decide the choice of training method and also influence its effectiveness. The next element is the time. Training must be provided at the right time.

Training involves the development of skills that are usually necessary to perform a specific job. Its purpose is to achieve a change in the behaviour of those trained and to enable them to do their jobs better. Training makes newly appointed employees fully productive in lesser time.

3.2 Wellbeing

A focus on well-being considers how people feel and function, and how they evaluate their lives. This can be separated into three key aspects, these aspects are hedonic, eudaimonic, and evaluative. The hedonic aspect of well-being refers to people’s feelings or emotions, such as happiness or anxiety. The eudaimonic aspect of well-being refers to leading ‘a life well lived’, interacting with the world around you to meet basic psychological needs such as experiencing a sense of competence or sense of meaning and purpose. The evaluative aspect of well-being refers to the way that people evaluate their lives with regard to their own appraisals of how life is going, or particular aspects of their lives, such as job satisfaction; this aspect of well-being is often captured using satisfaction measures.

IV. Literature Review

Internationally different companies provides training program to their employees for the improvement of their skills and abilities. In the start of 90s Sears Credit initiated a key rearrangement and retorted with a career-development programs. This program was developed for employee in order to line up their skills with changing jobs and also ensured that program was adding value for the growth of their organization. Companies also think that they were not allocating career opportunities to their employees with acquaintances and abilities to get benefit from these opportunities (O’Herron and Simonsen 1995) [9]. JC Penny, countrywide wholesale departmental store, developed a virtual university to support the employees to get abilities and skills as required by their jobs (Garger 1999) [10].

Mel Kleiman (2000) [11] described that the essentials parts of a worthy employee training program are constructed on orientation, management skills, and operational skills of employees. These theories are the groundwork of any employee development program.

Fundamental goals of several employee development programs are to deliver the mission of the organization and support workers to learn the culture of the organization. Employee development programs includes a variety of teaching technique, schedule, and helping learning environment that ensure employee to improve their skills and later apply on their jobs (Gerbman 2000) [12].

Today most of the organizations have built up different programs for the training of their employees. Usually companies offered tuition reimbursement package to their employees so that they can improve their knowledge and education. It has been found by the Corporate University that almost 10 percent of employees are entitled for this benefit. Furthermore, only senior management and those employees who are at top level are

entitled for tuition reimbursement (Rosenwald 2000) [13]. As a result thereof, many organizations conduct in-house training programs for their employees that are more beneficial and cheap.

Most individuals routinely encounter challenges and setbacks in the workplace and hence workplace resilience training has the potential to improve employees' mental health and work performance. A higher level of resilience in employees has been associated with greater job satisfaction, work happiness and organisational commitment (Youssef & Luthans, 2007) [14].

V. Objectives of Training

The main objectives of training are to improve the qualities of the employee and formulation of objectives for different needs and ways of achieving it. It is to increase personnel efficiency, professional growth, smooth and more effective organization's operations.

The following are the objective of training.

- To optimizing the utilization of human resources.
- To increase the productivity of the employees.
- To inculcate the sense of team work, team spirit, and inter-team collaborations.
- To improve the health and safety of the organization thus preventing obsolescence.
- To systematically impart new skills to the human resources so that they learn quickly.
- To bring about change in the attitudes of the workers towards fellow workers, supervisor and the organization.
- To make the employees handle materials, machines and equipment efficiently and thus to check wastage of time and resources.
- To prepare employees for higher jobs by developing advanced skills in them
- To enhance personal growth

VI. The Stages of Employee Wellbeing

Employee wellbeing is a major concern for organisations - especially in the current economic climate - as many experts are predicting that absenteeism levels will continue to rise. Improving employee wellbeing need not be a complicated or arduous undertaking. The most effective wellbeing programmes are those which are simple in design, yet focused. In a nutshell, an action plan is a list of tasks that need to be carried out in order to achieve one or more objectives. Annual action plan can be as simple as a "To Do List" or as detailed as a business plan – it is to determine how wellbeing events and activities should be organised throughout the year in the organisation.

The steps below provide a simple and straightforward means of drawing up an annual action plan for your new wellbeing campaign:

Stage 1: Determine what employees need.

Stage 2: Pick the key wellbeing areas need to address.

Stage 3: Develop wellbeing goals for the year.

Stage 4: Choose events and activities to support key wellbeing areas and goals.

Stage 1. Determine what employees need

Perhaps the most important question to ask when preparing a wellbeing campaign is "what do our employees actually need?" The first step is to collect baseline information on what employees require so that organization can create a plan based on where the employees are, and what need to be addressed. Only when you understand the needs of your employees can you begin to identify gaps in your current support services.

There are a number of different ways to identify the needs of employees. For example, do the employees commute long distances? , Work unsociable hours? , Deal with conflict and/or emotionally intense work? The particular needs and circumstances of employees will determine which wellbeing areas should address in the organisation.

Stage 2. Pick the key wellbeing areas need to address

The next step is to pick the key wellbeing areas to be addressed as part of wellbeing campaign for the year. For example, if employees have to work long or unsociable hours. If work- related stress is a significant issue for workforce, one of the key areas for new wellbeing campaign could be mental health.

Although it will rarely be possible to address all aspects of workplace wellbeing, try to target a variety of areas that will improve wellbeing in an integrated and holistic manner (e.g. relationships, physical health and mental health). A comprehensive programme will enable to address the needs of the "whole person", and will have a much greater impact in organisation as a result.

Stage 3. Develop wellbeing goals for the year

Having picked the key wellbeing areas to focus on in the organisation, it is now time to develop wellbeing goals for the coming year. Organization can set as many or as few goals as employee wish, although it is perhaps best to start new wellbeing campaign with a handful of modest, yet achievable, targets.

For example, if smoking is particularly prevalent amongst employees, one of the objectives for improving physical health in organisation could be to encourage employees to quit smoking.

Stage 4. Choose events and activities to support key wellbeing areas and goals

Once key wellbeing areas selected and goals to focus on, the next step is to decide on the type of events and activities would like to organise in support of them. For example, organization could run a healthy eating cookery demonstration to support healthy eating goal, or organise a fun run to promote increasing fitness goal.

The following areas provide some examples of wellbeing policies, initiatives and activities. This list is by no means exhaustive, although it should provide with a starting point for choosing wellbeing events and activities in organisation.

- Working environment
- Employee development and engagement
- Work- life balance
- Relationships and social development
- Values
- Organisational leadership
- Physical health
- Mental health
- Challenges and competitions
- Rewards

The benefits of focusing on employee well-being not only benefits individuals and makes organisations better places to work in, In workplaces that are set up to foster well-being, people tend to be more creative, more loyal, more productive, and perform better in terms of customer satisfaction.

VII. Benefits of Training To Employee Wellbeing

The employees are the ultimate link in any organization, which carries out the operations. Training can help them in several ways for their wellbeing, as mentioned below:

- 7.1** Increasing Confidence: - Training creates a feeling of confidence in the minds of employees, who feel comfortable while handling newer challenges. It gives a feeling of safety and security to them at the work place.
- 7.2** New Skills:-Training develops skills, which serves as a valuable personal asset of a worker. It remains permanently with the worker himself.
- 7.3** Career advancement:-The managers can develop their skills to take up higher challenges and work in newer job dimensions. Such an exercise leads to the career development of the employees, who can move up the corporate hierarchy faster.
- 7.4** Higher Earnings:-Higher earnings are a consequence of career development. A highly trained employee can command high salary in the job market and feel more contended.
- 7.5** Resilience to change:-In the fast changing times of today, training develops adaptability among workers. The employees feel motivated to work under newer circumstances and they do not feel threatened or resist any change. Such adaptability is essential for survival and growth of an organization in the present times.
- 7.6** Increased Safety:-Trained workers handle the machines safely. They also know the use of various safely devices in the factory, thus, they are less prone to accidents. It can be concluded that in light of several benefits, training is an important activity, which should be taken very seriously by the employees as well as the employers.

VIII. Conclusion

In India, many companies are not meeting the employee wellbeing with reference to training and ultimately the gaps found in the required skills vis-a-vis attained skills have become so wide that inter-relationships of training and performance are badly disturbed. Training programs are made more purpose oriented in the context of wellbeing. There are training institutions which offer customized as well as off-the-shelf programs based on their client's business operations but yet, there is much to be improved. Therefore, training and cannot be disconnected from the wellbeing and business activities of the organizations; on the

contrary, this is the area that clearly illustrates positive relationships between training activities and the wellbeing of employees. In particular it is recognised that an effective training policy can be developed with a view to improving wellbeing of employees in addressing inequalities in employment in relation to race, gender and disabilities. It is recommended that organizations produce a training plan with the aim of which shall be to empower all employees to carry out their roles to the highest standards, and deliver high quality services to customer with employee wellbeing.

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