

Efficacy Of On-The Job & Off-The Job T&D Techniques on Staffs' Performances & organisation's Effectiveness in Retail Sector

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Abstract:

The study focuses on the efficacy of selected On-The Job & Off-The Job T&D techniques on staffs' performances and organizational effectiveness at selected Retail stores in the vicinity of Bengaluru City. Training and development is a productive progression that seeks to advance the performance of staff in an organisation. If Training & Development is not given a specific attention it would result its ineffectiveness on development of staff skills and reduces the organisation's productivity. A Descriptive study was made and 232 participants were considered from selected retail stores of Bengaluru for this research attempt using randomly picked samples. The collected data was examined using descriptive measurements to narrate outcome in evocative way. The outcome indicates that a robust link occurs concerning T&D and staffs' performances resulting in organisation's overall-effectiveness.

Keywords: On-Job training techniques, Off-Job training techniques, Staffs' Performances, Employees' productivity, Organizational effectiveness,

Introduction:

Retail sector has comprehended the position of training & development as a device to succeed their organizational goals. As the retail industry is growing day by day, the competitiveness has also gone to the higher level amongst the organization plying in Retail Sector. It might not just perceived by the business unit as a longer term strategy, and also as an venture on one of the furthest vibrant assets this is staff / employees / people working with it. Many retail organizations contemplate training & development as a deliberate plan as it helps the organization generate a productive work potency capable of delivering their best performance irrespective of market condition.

Every HR professional has realized that training & development is a systematic procedure of enhancing the job understanding and the abilities for completing an assigned job. It is also a systematized method by which, staff acquire relevant awareness and skill for a fixed Job. Basic perseverance of training is bond the break between the job necessities and the present-day skill of a staff. The Training & Development is directed at improving the staff conduct and duty execution of a person and it is to be noted that, it is never a culmination process. Training & Development initiatives has a crucial role to show and it would be expected to instill optimistic variations in Job knowledge, Job abilities and required attitudes. Staff training attempts to improve the present job skills so that staff will be furnished to execute the assigned job-duty and also for preparing to initiate future job requirement with enlarged roles.

Staff-Performances refer to achievement of approximately or sheer operational efficiency. In the organization, efficient performance has been recognized at almost all stages, processes and staff of all business unit. The inter-relationship amongst all these shall describe the success rate of organizations. With an object of subsidizing to the complete strategic goals of the organization, T&D processes are considered as one amongst the strategic pillars to accomplish the organization success.

For the organization under the umbrella of retail sector, T&D provide indications to advance productivity along with nurturing highly positive approaches towards profit alignment. For the persons, T&D improve knowledge on their job and will help them in ascertaining with goals of the business unit. T&D initiatives are assumed as the prearranged learning involvements that help the persons on how to execute up-to-date and future job-roles.

Reviewed Literatures for the Study:

Organization's T&D initiative is nothing but well-drafted learning involvements that makes staff practice how to perform well in the presently assigned as well as the future oriented job assignments in an effective and efficient way. A researcher in the past literature has highlighted saying that strategic training focuses on not just present jobs, but also it focuses on developing and equipping the staff for the upcoming projects. The summary of discussing over and above the strategic plans of training & development is to realize to its staff that their contribution matters in realizing organization's strategic goals and objectives.

Training and development acts as obligatory strategic gears for enhancing staff performance and organisation performance and hence, organisations are investing monetary value on it with self-reliance that will make individuals win the economical edge in the challenging business environment. Anyhow, for the organisations to accomplish its declared ends and to reach its objectives in the highly modest business circle. A suitably significant training & development of its staff has to be drafted by the experts.

It would certainly not be possible for the organisations to sufficiently provide the required training for making them fully efficient and to enrich to an optimal level of their job performance resulting in recognition of their organizational standard goals and objectives. The principal objective of all organizations is to enhance and enrich its overall performance with high success ratio. But, it can be only a dream without incorporating an efficient training and development strategies that provide scope for its staff to enrich their performance. Accordingly, the staff performance has been mapped in line with training & development policies of its system.

The successful business units are anticipated for pinpointing the required and relevant training requirement of its staff members continuously to keep the plan of its training initiatives which shall enhance for modest utilization its total workforce towards realization of the perceived organisation goals.

The various On-Job & Off- Job T&D practices used for assigning specific staff with required job skills, job knowledge and job competency so that the staff could enhance their work performance on the assigned job roles and also gains a confidence to upgrade the skills required to face the challenging future projects.

As a successful organization, the top management long term plan of HR professional will include organizational continuous learning, the provided scope for training & development as one among critical response, that executes with procurement of accepting, competence, procedures and systems. These are all the knowledgeable platforms which shall be converted to an organization asset with the effective staff who obtain and apply those learnt gains for accomplishment in line of strategic need of union wide L&D.

It is explored and stated that Training & developmental initiatives enhances the workforce efficacies, modernization, creation, capability to admit new know-hows and practices. It is highlighted that organization should be capable to recognize the T&D needs for along with suitable techniques for accomplishment of the identified requirements by planning to implement all the practices followed by evaluation of end result.

Staff training & developmental plan is a one amongst the long term and the short term focus to enable learning of the new job acquaintance, work skills, deliverable capability including the standard behaviour which are critical for delivering the best and effectual job performance and also hold potential of uplifting the organizational effectiveness and competitiveness.

Purpose of Research study:

The retail sector portrays a dynamic and challenging and competitive environment with ongoing changes in-line with technological innovation and launch of various new product and service segments. Hence, the research has made an attempt with perceiving key perseverance of proposed research is towards assessment of efficacy of On-Job & Off-Job Training & Development techniques on staff performance & organisation effectiveness especially in retail sector.

Scope & Limitation of Study:

This investigation is restricted to L&D function of HRM, especially in the area of training and developmental aspects. The research is carried out in Bengaluru City in selected Retail Stores of various product segments.

Training methods are categorized into On-job & Off-Job techniques. There are many techniques in both said categories But, only the four selected techniques under each category i.e., On-The Job methods (Job Instructing Technique, Job rotational method, Internship & Apprentice, Understudy, Coaching/Mentoring) including four selected techniques under Off-job method (Case-study & Incident technique, Role-Play/In-basket, Computer based training, Games/simulation and Grid technique) have been considered.

Research Objectives:

- ✓ To gauge the effectiveness of selected On-Job training methods on staff performances.
- ✓ To gauge the effectiveness of selected Off-Job training methods on staff performances.
- ✓ To determine the T&D efficacy level on staff performance.

Hypothesis Formulation:

1. On-Job Training practices:

H0: On-Job training methods have no substantial effect on staff performances and organization effectiveness.

H1: On-Job training methods have a substantial effect on staff performances and organization effectiveness.

2. Off-Job Training practices:

H0: Off-Job training methods have no substantial effect on staff performances and organization effectiveness.

H1: Off--Job training methods have a substantial effect on staff performances and organization effectiveness.

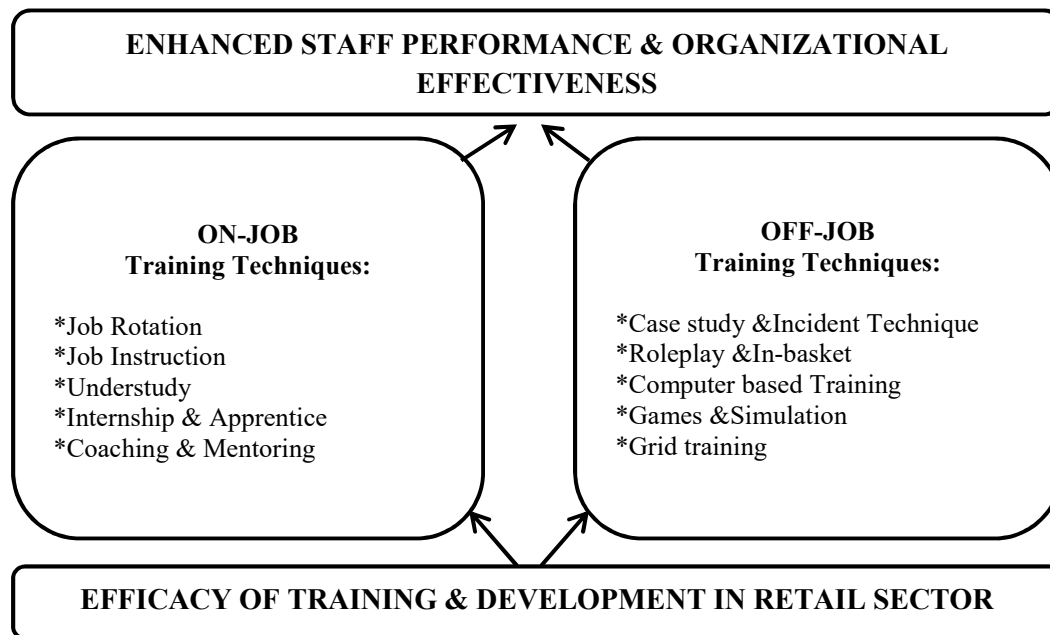


Fig 1: Proposed Research Model

Research Methodology:

Descriptive method of analysis has been made. The sample was shortlisted by random sampling method and data is gathered using a well drafted questionnaire. Respondents selected were the working staff at retail stores in various selected verticals like FMCG, Electronic Goods, Ready to wear garments etc. The stores situated in Bengaluru city have been chosen as per the convenience of researcher.

A total of two hundred fifty copies were ran within the space of selected retail stores in Bengaluru City, out of which, 232 copies of completely filled questionnaires representing 92.8% were validated and considered for the analysis while remaining 17 copies (7.2%) were either discarded due to incomplete filling or un-attempted to fill. The data collected was systematically tabulated while descriptive statistics were calculated and analysed to draw meaningful outcomes of the study.

Demographic Observations & Discussions:

Demographic Characteristic	No. of Participants	Percentage	Observations & Discussions
Gender	Male = 122	52.58	Even though it is notes that majority of the participants were Male. But, almost male and female participants have been employed at equal ratio in the retail sector.
	Female = 110	47.41	
Age	20 to 30 =96	41.37	The figures reveals that retail sector consist of young staff who's age ranges between 20 to 40 and it also portrays that some of the participants aged more than 40 would have gained more experience and moved to managerial positions in retail sector.
	31 – 40 =94	40.51	
	41 & Above = 42	18.10	
Marital Status	Married = 106	45.68	Though, it is clear that majority of the participants working in retail stores are single, more not of married participants are also working in retail sector.
	Single = 120	51.72	
	Divorced = 6	2.58	
Work Experience	1-9 Years = 103	44.39	This data reveals that most of the staff working in retail sector will stay for an

	10-19 Years =91	39.22	average no of years ranging from 1-9 years. But, it also reveals that good no of participants have worked for long term years ranging from 10-19 years and only about 16% of total participants worked more than 20 years. In any condition, The reason for their existence in the retail stores was not discussed in this study.
	20 & Above =38	16.37	

Hypothesis Testing & Outcomes:

As per the literatures, Skewness and Kurtosis will be of principal importance since that are symptomatic level that considered set of variable is not ordinarily dispersed. Kline:1998 postulated if the Skewness over 3.0 with kurtosis over 10 indicate thoughtful disappearances starting normalcy dispersal. By way of the provided benchmark, not any of the considered variable postured issue of normalcy. As per Table 1, The following observations are recorded.

Table 1: Descriptive stats of respondents on efficacy of On-The-Job training technique on staff performance & organizational effectiveness.

On-The Job Techniques	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Job Rotation	232	4.1166	.92748	-.918	.163	.346	.324
Job Instruction	232	4.2197	.81161	-1.545	.163	3.720	.324
Understudy	232	4.1883	.82770	-.845	.163	.418	.324
Internship & Apprentice	232	3.9148	.92848	-.715	.163	.083	.324
Coaching & Mentoring	232	3.9686	1.06285	-1.005	.163	.398	.324
Valid N (listwise)	232						

Interpretations:

- ✓ Job Rotation plays noteworthy part on training staff for improved performances (Mean=4.1166)

- ✓ While, most of the respondents agreed that Job Instruction is concrete in preparing staff by the method and corevalue of business unit and whatever is anticipated from them tru performances (Mean=4.2197).
- ✓ Additionally, Understudy is helpful to enhance employee performances (Mean=4.1883)
- ✓ Meanwhile, it was revealed that Internship & Apprentice, Coaching/Mentoring are the intentional techniques of attainment best of staff (Mean= 3.9148 & 3.9686) respectively.

On-The Job Hypothesis Result:

After considering the calculation of the above Table 1 statistical interpretation, it will be determined saying On-The Job training methodology have a substantial result on employee performances and organizations' effectiveness. Hence, shall be declared that percieved Alternate Hypothesis (H1) is accepted and wise versa.

Table 2: Descriptive stat of respondents on the efficacy of Off-The-Job training technique on staffs' performances & organizations' effectiveness.

Off-The Job Techniques	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Case study & Incident Technique	232	4.3139	.83835	-1.248	.163	1.107	.324
Role play & In-basket	232	3.7399	1.17196	-.548	.163	-.967	.324
Computer based-Training	232	4.5785	.61650	-1.641	.163	3.634	.324
Business Games & Simulations	232	3.8208	1.07976	-.742	.163	-.234	.324
Grid training	232	3.9552	1.13414	-.884	.163	-.312	.324
Valid N (listwise)	232						

Interpretations:

- ✓ The participants have agreed that Case study & Incident Technique help the staff to increase the their performance by learning new skills through this interactive technique (Mean = 4.3139)

- ✓ Whereas, Role play & In-basket techniques will boost up the staff confidence in gaining the new knowledge and skills (Mean = 3.7399)
- ✓ While, Computer Based Training is very modernized technique for the staff to learn the skills and upgrade their competency that will yield in higher productivity (Mean = 4.5785)
- ✓ The respondent has agreed that Business Games & Simulation techniques are very lively and help them to learn with interesting games and simulators (Mean = 3.8208)
- ✓ It was discovered that Grid Training will be helpful in taken in the long run training period as it helps them to gain knowledge over people and production respectively (Mean = 3.9552)

Off-The Job Hypothesis Result: It will be said that Off-The-Job training has substantial effects on staffs' optimum performances and resourcefulness. Hence, it shall be declared that Alternate Hypothesis (H1) is accepted and wise versa.

Table 3: Descriptive stats of respondents on the efficacy of On-Job & Off-Job training technique on Staffs' Performances & Organizations' Effectiveness

On-The Job & Off-The Job Training Techniques	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Enhances Job Knowledge & Job Skills	232	3.8208	1.07976	-.742	.163	-.234	.324
Enhance Staff Confidence	232	3.7399	1.17196	-.548	.163	-.967	.324
Enhance Creativity & Innovation	232	4.5785	.61650	-1.641	.163	3.634	.324
Increase Job Performance	232	4.3139	.83835	-1.248	.163	1.107	.324
Boost Organization Effectiveness	232	3.9552	1.13414	-.884	.163	-.312	.324
Valid N (listwise)	232						

Interpretations: The results in Table 3 indicates that both On-Job & Off-Job selected training technique:

- ✓ Enhances Job Knowledge & Job Skills (Mean = 3.8208)
- ✓ Enhances Staff Confidence (Mean = 3.7399)
- ✓ Enhances Creativity & Innovation (Mean = 4.5785)
- ✓ Increases Job Performance (Mean= 4.3139)
- ✓ Will Boost Organization Effectiveness (Mean = 3.9552)

Suggestions & Conclusions:

Training & Development is very vital function of Human Resource Department for the survival of organisation. Retail Sector has to face new challenges on a day to day basis as it is one of the most preferred destinations of the customers for shopping in the modern era. Staff of the retail sector has been to be kept upfront by enhancing their knowledge and skill sets with ongoing changes in the environment. Every individual staff plays a vital role in pushing the business to the peak level by the way of their excellent performance in the allotted roles. From the study, the findings indicated that the selected on-job & off-job training practices brings a positive efficacy on staffs' performances and on organizations' effectiveness.

The summary of results depicts that both on-job & off-job training techniques have a very study effect of training practices on staff performances and the organizational effectiveness. It is therefore suggested that Organizations should be more proactive in designing its training & developmental strategies and also evolve continuously to upgrade their staff job skills and knowledge to deliver their best performance that result in the organizational effectiveness in achieving it's success.

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