NEAR EAST UNIVERSITY

Faculty of Economics and Administrative Sciences

Department of Business

MAN 400

' Human Resource Management and

Employee Training and Development '

Submitted by : Oğuzhan Kuş   961161

Submitted to : Ms. Şerife Zihni Eyüpoğlu

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<u>Abstract</u>

Until recently human resource management was not considered to play much of a role in contributing to goal achievement and successful implementation of plans. However, this has now changed and it has been recognized that human resource management play a major role helping organizations gain a competitive advantages.

It has been realized that the most successful organization today rely not technology or strategic position for their sustained competitive advantage but on how they mange their workforce.

The purpose of this study is to emphasize the importance of human resource management practices for any organization, and to illustrate in particular how the practice of training and development makes major contributions to organization performance. The organization selected for study is located in Turkey, Bursa, but is off foreign origin. Management requested that it's name not be used in the study, therefore it will be referred to as organization **B**. The organization is concerned with injection technology of motors and there is a competitive organization in the injection technology of the motors in market.

The analysis was based on their human resource activities of training and development, and their training department, and the relationship to the organization performance.

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I. INTRODUCTION

Today, because of the explosion of new technologies, the organization is undergoing great changes.

A critical factor to the success of organizations will be and is "intellectual capital ". The advantage of bringing breakthrough products to market first will be shorter than ever before due to technology allowing competitors to match or even exceed them almost straight away. To be one of the forerunners in this steep new-product curve, it will be essential for organizations to attract and retain. The best thinkers companies will need to build a deep reservoir of talent- including both employees and free agents- to succeed in this new era (W.F.Cascio, 2002).

1.1 What is Human Resource Management?

Organizations are managed and staffed by people --- infact, without people organizations could not exist. This leads to the problems related to the people in organizations. No two people in an organization is alike, far from the very mistaken belief that people are alike. These differences therefore demand attention so that each person can maximize his potential, so that organizations can maximize their effectiveness, and so that society as a whole can make the wisest use of its human resource (W.F.Cascio, 2002).

Human resources, in other words, people, are the most vital of all resources in any organization.

Research has shown that human resource management (HRM) practices have an important impact on three organizational out comes, namely, productivity, quality of working life, and profit.

Most experts agree that there are five basic functions all managers perform; planning, organization, staffing, leading, and controlling. In total, these functions represent the management process. Some of the specific activities involved in each function include:

Planning: Establishing goals and standards; developing rules and procedures; developing plans and forecasting - predicting or projection some future occurrence.

Organizing: Giving each subordinate a specific task; establishing departments; delegating authority to subordinates; establishing channels of authority and communication; coordinating the work of subordinates.

Staffing: Deciding what type of people should be hired; recruiting prospective employees; selecting employees; setting performance standards; compensating employees; evaluating performance; counseling employees; training and developing employees.

Leading: Getting others to get the job; maintaining morale; motivating subordinates.

Controlling: Setting standards such as sales quotas, quality standards, or production levels; checking to see how actual performance compares with these standards; taking corrective action as needed.

Basically, human resource management is the function of staffing and can be referred to as the practices and policies needed to carry out the people or personnel aspect of a management job. These include:

- Conducting job analysis

- Planning labor needs and recruiting job candidates

- Selecting job candidates

- Orienting and training new employees

- Managing wages and salaries

- Providing incentives and benefits

- Appraising performance

- Communicating

- Training and development

- Building employee commitment

Together, these activities constitute the human resource management system in an organization.

Why are these concepts and techniques important to all management? It's easier to answer this question by listing some of the personnel mistakes you don't want to make while you managing.

- Hire the wrong person for the job

- Experience high turnover

- Find your people not doing their best

- Waste time with useless interviews

- Have your company taken to court because of your discriminatory action

- Have some employees think that their salaries are unfair and inequitable relative to their in the organization

- Allow a lack of training to undermine your department's effectiveness

- Commit any unfair labor practice

1.2. <u>What are the Functions of Human Resource Management?</u>

1.2.1. <u>Job Analyses</u>

Organizations consist of position that has to be staffed job analyses and procedure thought, which you determine the duties of this position and the characteristic of the people who should be hired for them.

Job analyses aims at collecting the following type of information:

- work activities

- human behaviors

- machinery, tools, equipment

- performance standards

- job contexts

- human requirement

A Job analysis is performed on three occasions:

- When the organization is founded and job analyses programs are initiated for the first time

- When the new job are created

- When job change

1.2.2. <u>Human Resource Planning and Recruitment</u>

Planning is the process of ensuring that a qualified person is available to assume a managerial position once that position is vacant. The human resource department prepares what are called replacement charts and summaries.

Replacement charts are visual representation of who will replace whom in the event of a job opening. A replacement summary is a more detailed version of a replacement chart. Thus there is a need for external supplier of human resources.

Recruitment is the process of finding and attracting capable candidates for employment. Responsibility for recruitment with the human resource department. This is an important responsibility because the quality of an organizations human resource depends on the quality of its essential tools for recruiters are job description and job specification.

1.2.3. Employee Testing and Selecting

Selection is the process of choosing from group of applicants the individual best suited for and an organization. The goal of the selection process is to make a proper match of people with jobs and organization. If the individuals fit either the job or the organization. They will probably leave the firm a high turnover rate makes relieving superior performance chart impossible.

Employee test assets the probable match between applicants and job recruitment.

Validity: answer the question; does this test measure what is supposed to measure; is it job related

Reliability: the consistency of scores obtained by the same person when the retested with the some test.

1.2.4. Orientation and Training

Orientation; employees are likely to quit during their first few month than at any often time in their employment

The psychological job between what the new comes expected and what one finds is know. If the dissonance is too high people take action which for new employee means quitting \ leaving the organization, but in this case turnover is expensive. For any organization one-wide spread method for reducing turnover among newly hired employee is "orientation" which can be defined as "The guided adjustment of new employee to the company, the job, and work group".

Training means giving employee more or extra skills in order to be more successful in her job. We can call as a "developing". But the training involves making you so better now, but developing helps you for the future position. Training and developing is a planning continuous effort by management to improve employee competency levels and organizational performance.

Developments help individuals handle future responsibilities with less emphasis a present jobs duties. As the competitors change as the technology changes, training and development is getting more important to make employees do better in using machines efficiently.

1.2.5. Performance Appraisal

Every organization is affected by competition for survival and success. It is important that these organizations remain competitive, continued competence can only be maintained through ceaseless development of human resources. A potential mechanism for this growth is employee performance appraisal, which can be defined as a system of review and evaluation of an individual's job performance.

An effective system assesses accomplishment and evolves plans for development. Human resource department and managers are responsible from the performance appraisal.

A performance appraisal system that is properly designed and communicated can help achieve organizational objectives and enhance employee performance. In fact performance appraisal information is valuable for use in many areas of human resource.

1.2.6. Compensation

Basically is the total of all rewards given to the employees for their efforts. Compensation is the total of all rewards provided to employees in return for their services; the components of a total compensation program are as:

Financial is related to the money, monetary. You receive the money directly in your hand by getting wages, salaries, bonus etc…

When employees are ill the organization pays and sends employee to a doctor, employees don't pay but they get benefits from this service.

No financial: this is satisfaction that person feels from working in the organization and doing the job. Even if sometimes to money is not enough to keep the people in the organization, managers feel should satisfied and happy with the organization and the job.

The money and satisfaction are equally important in an organization.

1.3. The Responsibilities for Human Resource Management

The human resource management activities mentioned is the special responsibilities of the human resource department in organizations, however, these responsibilities also rest with all managers in the organization (all managers are responsible for planning, organizing, staffing, leading, and controlling).

Thus it can be said that;

- a broad objective of human resource management is to optimize the productivity of all workers in the organization, and

- a special objective of the human resource department is to help line managers manage the workers more effectively.

The human resource departments achieve this objective through policy initiation and formulating, advice, service, and control in close communication and coordination with line managers. Thus, each of the responsibilities of human resource management is shared by both the human resource department and line managers. Generally, human resource department provides the technical expertise in the area\ activity, while line managers use this expertise in order to manage people effectively

1.4. The Objective of The Study

The human resource management activities of employee training and development has been selected to be studied in more detail in the study because it is felt that they are of major importance to any organization and have a great impact on performance.

Employee training and development was researched by studying what effects are made on organization performance, and whether training and development influence employee-employer relationship, and what the purpose of training and development is.

Through this study the importance and effect of human resource management on organization performance is emphasized.

An organization located in Turkey was selected for examination in study.

The information was collected through interviews with responsible personnel from the human resource department of the organization.

II. TRAINING AND DEVELOPMENT

2.1. What is Training and Development?

Today, organizations face grater challenges than even before to maintain their position among the top organization. Organizations at the top are realizing that their place at the top is not guaranteed, and that they must find solutions to the decline in productivity, competitiveness, motivation, and creativity of the workforce (D.J.Yang and A.Rothman, 1993). Organizations are also experiencing great change due to new technologies and rapid development of knowledge.

Having training and development practices have helped organization grow and improve, and cope with the challenges mentioned. Training is not a luxury in today's world but is a necessity if organizations are to meet the demands of its customers and challenges faces. Training prepares employees to use new technologies, function in new work systems, communicates with peers and customers, and makes them creative.

Training refers to a planned effort by an organization to facilitate employee learning of job-related competencies. These competencies include knowledge, skills, or behavior that are critical for successful job performance. Training aims to help employees master the knowledge, skills, and behaviors emphasized in training programs and to apply them to their day-to-day activities. Training is infect a learning experience in that it seeks a relatively permanent change in an individual that will improve the ability to perform on the job; it can be said that training involves the changing of skills, knowledge, attitudes, or behavior (De Cenzo and Robbins, 1996).

Development refers to formal education, job experience, relationship, and assessment of personality and ability that help employees prepare for the future __ it is future oriented.

According to one human resource director, "if you want to be a world-class manufacturer, the greater resource is the force working for you (S.Overman, 1990).

In this century, employee training and development will became increasingly important because if the pressures to reduce costs, increase productivity, and remain competitive. Organizations are realizing that they can not compete in world markets unless they boost productivity and invest in a higher trained and skilled work force (R.B.Bown and D.Harvey, 2001).

Employee training and development is a key factor in improving levels of organizational productivity and competitiveness, so it is important that organizations enable their employees to upgrade their skills and knowledge to meet these changing conditions (R.R.Camp, P.N. Blanchard, and G.E. Huszczo, 1986).

In the future, the only winning organizations will be those that respond quickly to changing conditions, increasing workforce diversity, and the critical issue of training-related problems. Research has shown the in organizations turnover has been reduced by better screening, pre-employment requirements, a good benefit program, and a good training and communication program (L.Thornburg, 1992). Rapidly changing technology necessitates employees who have skills, ability, and knowledge to keep up with new, complex production processes and techniques.

2.2. <u>Why Training and Development?</u>

"The essence of human resource management is that employees are valued assets and that their value should be increased by a systematic and coherent approach investing in their training and development". (Armstrong, 1992).

Traditionally, training and development was not viewed as an activity that could help companies create "value" and successfully deal with competitive challenges. Today that view has changed. Companies that use innovative training and development practices are likely to report better financial performance than their competitors that do not. Training and development also helps a company to meet competitive challenges. As companies attempt to expand into foreign marketplaces, their success will be determined by employees' ability to work in a new culture.

Customers are demanding high-quality products and services. As a result, employees must understand how to monitor and improve the quality of goods and services (a quality challenge). Many companies have decentralized operations and have employees working at home, as they travel, and at different hours. Companies are also trying to better utilize employees' talents through new work designs (such as work teams) and new technologies such as computer-assisted manufacturing processes. Although many companies are interested in using high-performance work system practices including teams and computers, employees may not possess the skill levels for these systems to be effective.

Training and development plays a key role in helping companies meet these challenges! So, companies need to train employees to work with persons from different cultures. New

technologies such as Web-based training and multimedia reduce the costs associated with bringing employees to a central location for training.

Companies want a work force that is motivated and productive, has up-to-date skills, and can quickly learn new skills needed to meet changing customer needs. Employees want to develop skills that not only are useful for their current jobs but also are congruent with their personal interests and values. Employees are interested in developing skills that can help them remain employable with either their current employer or a future one.

Training is a highly useful tool which can bring and employee into a position where he can do his job correctly, effectively, and conscientiously; correctly meaning he can apply whatever he has been taught, effectively meaning ha may be in a position where he can perform to the expected standards, and conscientiously meaning that the behavior of the training can bring the trainees to the effort at the right time.

2.3. The İmportance of Training and Development Compared to Other Resource Management Practice

Human resource practice consists of the management activities related to investments in staffing performance management, training, and compensation and benefits. The type of training and resource devoted to training is influenced by the strategy adopted for two human resource management practices: staffing and human resource planning.

Staffing strategy refers to company's decision regarding where to find employees, how to select them, and mix of employees' skills and statuses. Two aspects of a company's staffing

strategy influence training: the criteria used to make promotion and assignment decisions and the place where the company prefers to obtain the human resource to fill open position.

Companies vary on the extent to which they make promotion and job assignment decision based on individual performance or on group or business unit performance. They also vary on the extent to which their staffing needs are met by relying on current employees or on employees from competitors and recent entrants into labor market, such as college graduates.

Human resource planning includes the identification, analysis, forecasting, and planning of changes needed in the human resource area to help the company meet changing business condition. Human resource planning allows the company to anticipate the movement of human resource in the company because of turnover, transfers, retirement or promotion. Human resource plans can help identify where employees with certain types of skills are needed in the company. Training can be used to prepare employees for increase responsibilities in their current job, promotion, lateral moves, transfers, and downward job opportunities that are predicted by the human resource plan.

How often and how well a company's training program is used is affected by the degree to which managers, employees, and specialized development staffs are involved in the process. If managers are not involved in the training process, training may be unrelated to business needs. Managers may also not be committed to ensuring that training is effective. As a result, training's potential impact on helping the company reach its goals may be limited because managers may feel that training is a "necessary evil" forced on them by the training department, rather than a means of helping them to accomplish business goals.

An emerging trend is that employees must initiate the training process. The greater a company's acceptance of a continuous learning philosophy, the more development planning is expected. Companies will support training and development activities but give employees the responsibility for planning their development. Training and development planning involves identifying needs, choosing the expected outcome, identifying the action that should be taken, deciding how progress toward goal attainment will be measured, and creating a time table for improvement. To identify strengths and weaknesses and training needs, employees needs analyze what they want to do, what they can do, how others perceive them, and what others expect of them. A need can result from gaps between current capabilities, interests, and type of work or position the employee wants in the future.

2.4. The Goals of Training and Development

The main goal of training and development can be said to be helping the organization achieve its objectives by adding value to its key assets_ the people it employees. This can be summarized as;

• To develop the competencies of employees and improve their performance.

• To help people grow within the organization in order that its future needs for human resource can be met from within.

• To reduce the learning time for employees starting in new jobs, and ensure that they become fully competent as quickly and effectively as possible.

2.5. <u>Methods of Diagnosing Needs for Training</u>

Based on research conducted, Kennedy and Reid (1994) stated that the most common methods of diagnosis of organizational training needs are;

- Evaluation of personal __ personnel's performance is evaluated periodically (performance appraisal) with an evaluation form.

- Analysis of skills __ the difference between new and experienced employees must be identified, the differences showing the size of the training need for new employees.

- Observation and interviews __ helps to see what an employee does not do correctly and to determine training needs.

- Changes in the organization\ job __ creation of new position or changes to existing positions can be generating the need for training.

- Analysis of data __ analyzing records of employee can also help identify training needs.

2.6. <u>The Training Program</u>

Most training program consists of the following steps;

- identification of training needs and the setting of training objectives

- identification and selection of training and development methods

- design of a training and development program

- implementation of the training and development program

- evaluation of the training and development program

2.7. <u>Evaluation of Training program</u>

In order to evaluation training, it is necessary to systematically document the outcomes of the training in terms of how trainees actually behave on the job and in the organization (K.Kraiger, 1993).

To assess the value of training, it is necessary to answer such question as;

• Have trainees achieved a specific level of skill, knowledge, or performance?

• Did change occur?

• Is the change due to training?

• Is the change positively related to the achievement of the organizational goal?

• Will similar changes occur with new participant in the same training program?

(P.R.Sackett and E.T.Mullen, 1993).

And, in evaluating training programs, it is possible to measure change in terms of;

• Reaction __ how to the participants feel about training?

• Learning __ to what extent have the trained learned what was taught?

• Behavior __ what on the job change in behavior have occurred because of attendance at the training program?

• Results __ to what extent has training produced cost-related behavioral outcomes, such as productivity or quality improvements, reduction in turnover, etc…?

2.8. The Characteristics of an Effective Training Practice

One survey of corporate training and development practices found that four characteristics seemed to distinguish companies with the most effective training practices;(Sirota, Alper, and Pfau, 1989);

• Top management is committed to training and development; training is part of the corporate culture.

• Training is tied to business strategy and objectives and is linked to bottom-line results.

• A comprehensive, systematic approach to training exists; training and retraining are done at all levels on a continuous, on going basics.

• There is a commitment to invest the necessary resources, to provide sufficient time and money for training

III. <u>ANALYSIS OF THE STUDY</u>

The purpose of this study is to emphasize the importance of human resource management practices for any organization, and to illustrate in particular how the practice of training and development makes major contributions to organization performance. The Organization, selected in turkey, do not want to give their name in the study because their principles are very strong in market. I understood that there is a competitive organization in the injection technology of the motors in market.

The analysis was based on their human resource activities of training and development department, and the relationship to the organization performance.

The training is a part of human resource department. There are 7 people working in the organizations, training department and they are responsible for training and professional training. Until 1999, there was only one employee worked in human resource department. But then, the company understood how important human resource management and training was for organization so the human resource department hired more employees for the job. Now there are 17 workers in human resource department. Employees and managers have responsibilities. These are developing of employees and level of knowledge. Level of knowledge must be requiring up-to-date. Human resource department give the consultant and support service. Internal and external educator and consultant firms give training. This is because the company is foreign based and its owners are foreign.

Training can organize inside the firm and\or outside the firm. Training can be also take place outside of the city if necessary for motivating and education kinds. Target groups for education. These are:

a. new employees

b. present employees

c. potential members

d. insufficient performers

e. teams and groups

Period of training determine according to education, expectation, how many subjects and giving message. In the market, consultant firm given to determine period in valid. These reasons were controlled and these periods become current. Education programmed because current that examine twice of year. Education facilities were reported monthly. Education plans consists of two sections. These are general and department. Education consists and applied; firstly necessity analysis after human resource support. In this respect, central training department assist the contents for consist. Because this is an international organization. When new employees came to organization they inserted orientation program in first their two days, then the line managers show their new working areas to the new employees. This period changes between two weeks or twelve weeks. Line mangers helped to consisting education to the managers. There are 5 conference rooms for education in the department and 5 big conference rooms in the company. Conference rooms consist computers, beamer, audio and slide system for education. All departments plan their budget in their own department budget. All the expenditure in calculate by themselves. Educations determine according to participation needed and it was be informed from the bottom of the resource.

a. politics and targets of company

b. quality necessity

c. function necessity

d.questionnaire that employees satisfaction

e.career plans and performance evaluation

These reports collect and human resource department made a training program. Different education was prepared by consultant firm for different kinds of groups, like candidates' managers, moderators, etc…

3.1. Stages in the Training and Development

In the Organization **B**, the stages of their training and development program consist of the following three steps;

AINING NEEDS ANALYSIS	→	DEVELOPING AND APPLYING THE TRAINING PROGRAM	→	EVALUATION OF THE PROGRAM
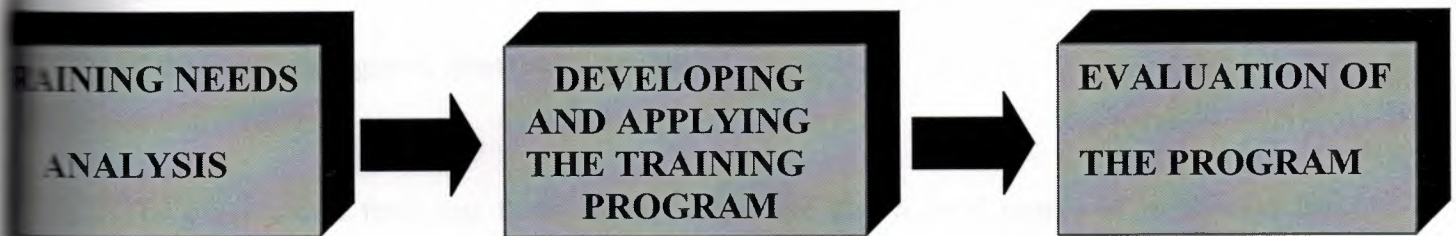
1. Training needs analysis: First of all the organization has to determine whether there is a need for training and if so what type of training.

2. Developing and applying the training program: according to the type of training needed, an appropriate program is then designed and implemented.

3. Evaluation of the program: this step involves evaluate the success of the training program.

3.1.1. Training Request Form

The training request form is a type of questionnaire form used to collect information from the organization's managers and employees about their views on training, their personal goals in regards to their careers, and their expectations from the organization. This is a good foundation in the selection and design of appropriate training programs, and in the evaluation of the training programs upon their completion.

The organization feels that these request forms are also a good source of motivation for employees in that it indicates the importance that the organization gives to employee and organizational development.

3.1.2. Identification of Training Needs Analysis

Basically, there are three levels of analysis in Organization **B** for determining the needs that training can fulfill, namely organizational analysis, job analysis, and employee analysis.

3.1.2.1. Organizational Analysis

Organizational analysis involves on identifying where within the organization training is needed. This focuses on a detailed analysis of the organizations objectives, targets, and corporate plans an economic analysis of the organization, workforce analysis (including human resource planning), an analysis of the working environment within the organization, and a resource analysis.

3.1.2.2. Job Analysis

Job analysis involves a detailed analysis of the jobs in the organization in order to identify training needs, if any. This involves examining documents relating to the position\job, interviewing persons occupying the position(s) in question, performance appraisal, observation of the person occupying the position, and analysis of job description and job specifications.

3.1.2.3. Employee Analysis

Employee analysis involves determine how well each employee is performing the tasks that make up his\her job.

Identification consist of a performance appraisal(PA) and appraisal interview in which the result of the performance appraisal is discussed with the employee, skills\ability and knowledge test, and an evaluation of critical incidents over a period of time (usually 6 month) that were particularly challenging and stressful.

Though the information collected in the organization **B**, job, and individual analysis, Organization **B** can determine whether there is a need for training, whom needs it, and what kind of training is required.

3.1.2. <u>Training Program Development and İmplementation</u>

Once the need for training has been identified, organization **B** then moves on to the second stage which developing and implementing an appropriate program to satisfy the result of the training need analysis conducted.

3.1.3.1. <u>Designing an Effective Training Program</u>

The steps involved in design training programs in Organization **B** are as follows;

a.	Understanding employee needs
b.	Setting of goals
c.	Specifying contents of program
d.	Selection of trainees
e.	Selection of date for the program
f.	Selection of location
g.	Selection of trainers
h.	Selection and preparation of visual aids
i.	Program coordination
j.	program evaluation
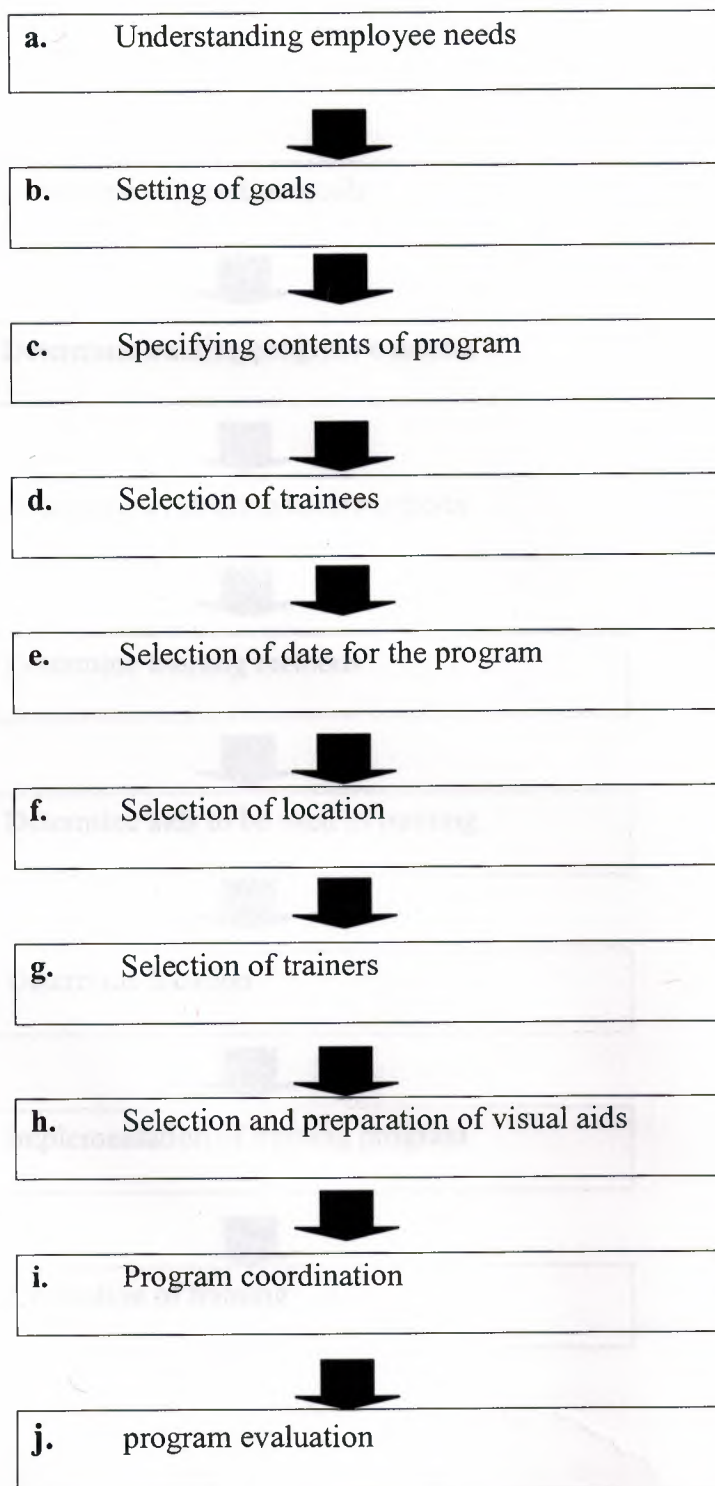
3.1.3.2. <u>Steps in the Training Program</u>

Organization **B**'s training programs consists of the following steps;

a. Determine expectation\goals

↓

b. Determine training program contents

↓

c. Determine evaluation tools\methods

↓

d. Determine training methods

↓

e. Determine aids to be used in training

↓

f. Determine location

↓

g. Implementation of training program

↓

h. Evaluation of training
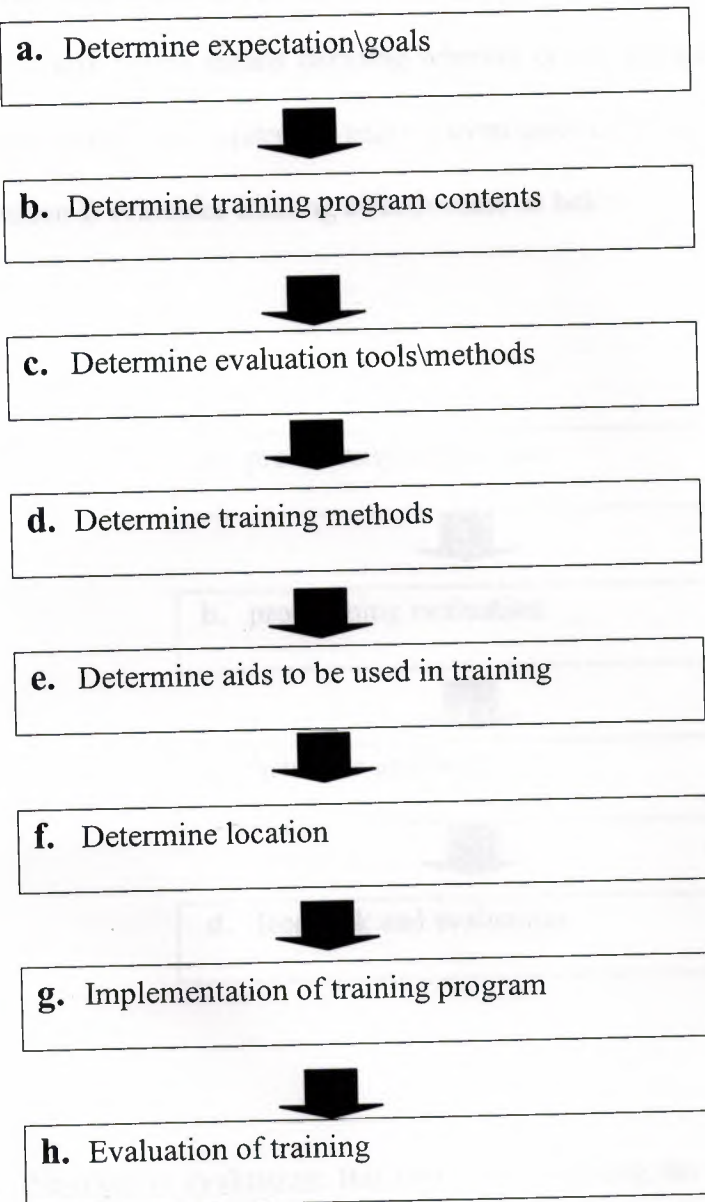
3.1.4. Evaluation of the Training Program

3.1.4.1. Steps in Evaluation

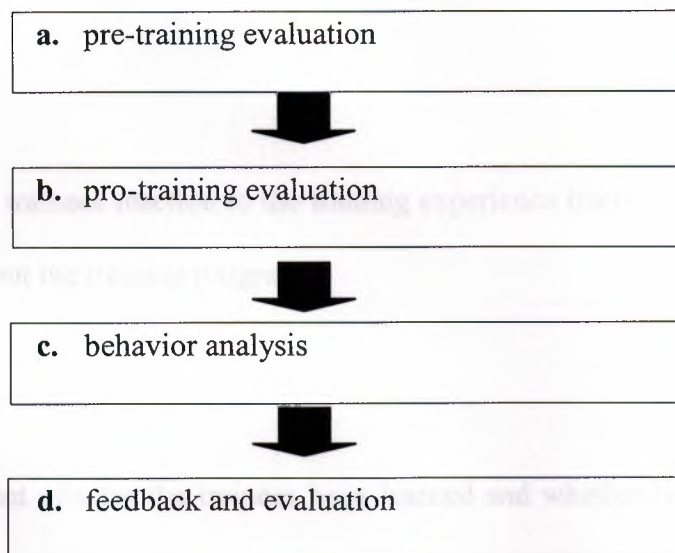One of the most important parts of training is the evaluation of its effectiveness. Evaluation leads to control which means deciding whether or not the training was worth the effort and what improvement are required to make it even more effective.

Organization **B** evaluates training effectiveness as below;

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┌─────────────────────────────────────┐
│  a.  pre-training evaluation         │
└─────────────────────────────────────┘
                  ▼
┌─────────────────────────────────────┐
│  b.  pro-training evaluation         │
└─────────────────────────────────────┘
                  ▼
┌─────────────────────────────────────┐
│  c.  behavior analysis               │
└─────────────────────────────────────┘
                  ▼
┌─────────────────────────────────────┐
│  d.  feedback and evaluation         │
└─────────────────────────────────────┘
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a. Pre-training evaluation: this involves measuring the skills, ability, and knowledge of the trainee before participating in the training program.

b. Pro-training evaluation: this involves measuring the trainee after the training program.

c. Behavior analysis: involves a comparison of pre-training and pro-training evaluation results to judge whether training has made a difference and whether what has been

learnt by the employee trainee has been transferred to his job. In other words there has been a positive change in the employees behavior.

d. <u>Feedback:</u> involves informing the employee trainee about performance and the result of the training program (evaluation of success or failure).

3.1.4.2. <u>Measuring\Evaluating Changes</u>

Another important part of organization **B**'s training program is the measuring of changes that have taken place as a result of training;

Changes are measured in terms of;

a. Reaction;

To measure the trainees reaction to the training experience itself; in other words, how the trainee feels about the training program.

b. Learning;

The measurement of what the trainees have learned and whether they have learned what was taught.

c. Behavior;

The measurement of the extent to which trainees have applied their learning to the job.

d. Results;

The measurement of how the organization as a whole has benefited from the training in terms of greater profitability, growth, quality improvements, etc…

The above mentioned changes are measured through interviews, questionnaire, and performance appraisal.

3.1.4.3. <u>Why Evaluate\Measure Training?</u>

The organization summarized the reason for evaluating training as;

a. To assist in the achievement of organization's goals and target.

b. To expose the contributions of the employee.

c. To decide whether or not to continue the training program.

d. To develop future training programs.

3.2. <u>Types of Training</u>

The organization conducts three types of training;

a. Orientation;

A training program given to all new employees, which consists of information, related to the organization culture, policies, and strategies, and general information about the organization.

b. Functional training;

A training program given to employees based on the quality needs and standards of the organization, and the organization is depending on understanding tasks, functional needs to achieve the goals.

c. Individual trainings;

A training program given to employee as a result of performance and career analysis of the employee.

3.3. <u>Changes in Behavior</u>

According to the organization, there are four main prerequisites for successful behavior changes as a result of training. Unless these are present it is believed that positive behavioral changes cannot occur as a result of training, These are;

a. Employee should possess the **desire to change.**

b. Employees should possess the **knowledge** of what should be done and how it should be done.

c. Employees should **work in good condition.**

d. Employees should be **rewarded** for successful change.

IV. <u>LIMITATION OF THE STUDY</u>

The study conducted was hampered by some limitation, which prevented the study producing

solid result;

- Not a lot of detailed information was given due to the organization's policy of not giving information out.

- The main office was contacted and permission was given to the Bursa Branch in Turkey and information was given in order to conduct this study. But, even though the amount of information given was limited it was still possible to show the importance the organization given to its training and development activities.

V. <u>CONCLUSION AND RECOMMENDATIONS</u>

The importance of human resource management and its effects on organizations performance has only been recognized recently. Organizations today are using their human resources to gain competitive advantages over their competitors. Many activities make up human resources management, but the activities of training and development have been selected for further analysis in this study. The purpose being to examine whether a positive relationship exist between employee training and organization performance.

In order to measure this Organization **B** was selected; the organization did not want to give its name in the project, in this organization there is a human resource department.

As part of this department there is the training department. From the study it can be seen that Organization **B** given a great amount of importance to the training and development of its workforce. The organization has detailed procedures related to training need analysis, the development of training programs, and the evaluation of these programs.

This evaluation is an important detail because many organizations make the mistake of not measuring training program success thus they are unable to judge the deficiencies of their programs. This is not so far Organization **B**.

Organization **B** expresses how each stage of training is as important as the other _ if any of the stages are insufficient or missing then this reduces the benefits of training to the employee and the organization.

Organization **B** believe that one of the reasons it is able to remain a leader in its industry, and has been over the past years, is due to its ability to anticipate change and the respond to this proactively. A very important ingredient in doing this is their employees, and the fact that their employees are ' up-to-date' when it comes to skills, ability, and knowledge. Obviously this is because of the training and development activities conducted by the organization.

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VII. APPENDIX

7.1. Question Asked in Interview

1. Is there any training program in the company?

2. How long the department is in using in organization?

3. Who are the responsible and who gives the training?

4. Who is the designating the program? And how are they forming?

5. How can you train employees? Inside of the company or outside of the company?

6. Who takes the training program?

7. What are the schedules of the training program? How do you determine? How is working, every month, every year, or periodic weeks etc…?

8. How do you apply? Who or how can you separate manager and employee training?

9. Is there any changing or effect in their performance, positive effects or negative effects?

10. How do you measure training needed and how and how long you give the training? How can you analyze the training and performance?

11. How can you give the training new employee and old employee?

12. Are you separate in budget in the profit? How much or what percentage?

13. Are you giving multimedia training? Like slide-show, video, pc, online, in the Internet, etc…