Implementation of Training and Development Opportunities

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In order to achieve management goals, it is important to efficiently manage and utilize the various resources of a company. Above all, human resource management, which focuses on the "human," is one of the first issues that many companies are working on. In a nutshell, maximizing the knowledge, experience, and qualifications of each member within the organization to address management issues and produce results is "optimizing human resources. The original concept is a combination of human capital theory born in the 1960s and behavioral science such as human relations theory. It was born out of reflection on the impasse of economic support measures for developing countries in the postwar United States.

**Training and Development Analysis**

In addition to the theory that investment in education and training is effective to utilize and increase the knowledge, experience, skills, etc. accumulated in humans, the concept of corporate management, that is, the viewpoint of strategic nature, has been added, and the form of human resource management has been added. Recruit, selection, education, reward, job analysis and performance evaluation are the most important steps to check the efficiency of HRM functions in Aviation industry.

The implementation of these measures produces certain results, and the results are deeply linked to the commitment between employees. The HRM system not only enhances the intrinsic motivation of employees and the fairness of the decision-making process, but also enhances the social exchange theory between the organization and individuals within the organization. “Flight attendants are subjected to physical and mental stress caused by the takeoff and landing of flights, by jet lag after long flights, by the harmful effects of high-altitude radiation, and by the demands of providing in-flight food service and the constant maintenance of a friendly service attitude (YAN-KAI FU, 2013)

**Performance Appraisal Analysis**

One of the main responsibilities of recruiters (as well as HR departments) is to conduct a systematic recruitment of personnel. The layman thinks that there is nothing complicated. Indeed, today many services have been developed to search for candidates. And if we are talking about a company with a "name", then the applicants themselves completely upholster the thresholds of organizations in order to get a job. But in fact, not everything is so simple. Only with a competent choice of personnel selection methods can this process be effectively built.

**Recruiting**

Things are a bit more complicated with mass recruiting. In retail chains, industrial enterprises or transcontinental corporations, it is often necessary to close dozens of identical positions. In this case, the recruitment specialists clearly prescribe the portrait of the applicant, work out the methodology of mass selection of personnel and select the necessary tools. Mass recruiting is rarely done by one person. More often this involves the department. If you do not comply with all these conditions, you may encounter the fact that the recruitment process will turn into chaos and the budget is drained “into a pipe”. VUŢĂ, D. R., & FĂRCAŞ states at (P.,368)“Education and training, whether it takes place in a formal or informal environment, it is a prerequisite for adults to their career and personal development”( VUŢĂ, D. R., & FĂRCAŞ, 2015).

Human resources development through training programs has a strategic role not only in equipping employees with skills so as to achieve the performance requirements of the organization.(VUŢĂ, D. R., & FĂRCAŞ, 2015). By using the organization analysis function, it is possible to find the environmental conditions of a high-performance organization from various angles, such as compatibility and satisfaction of the organization, ability and motivation of employees, leadership and management style. Comparing the designed human factors with the situation of human resources in the company, clarify the shortage requirements

However, it is possible for an employee to come up with a candidate that some requirements are missing, and many requirements match. We will clarify whether this shortfall can be supplemented by training or education, or whether the potential and age of the individual cannot be compensated by the company. Plan for the missing elements. After identifying the missing human elements, consider how to address them. Filling in missing elements through employee training, etc. We don't give up just because we're short but think about what we can do to solve the shortage. It may not be a quick solution to the problem, but if you leave it alone, the problem will never be solved.

When providing education and training to employees who execute the plan and provide feedback, it is important to share the organization's goals and the purpose of training in advance so as not to feel a sense of being crushed. It is important. Employees who are motivated by education are a strong force in the company. In addition, it is important to always provide feedback after the implementation to find points to reflect on or improve.

**How to measure soft factors?**

Is it possible to draw an objective conclusion about the effectiveness of the HR department, based on some measurable performance indicators, as is the case with the evaluation of other company services, such as sales or marketing? There is no unity in this matter in the HR community. There are two extreme points of view. “Our work is intangible, because we are dealing with“ soft ”factors. But the intangible cannot be counted. How can one measure, for example, corporate culture, the psychological climate in a team, or the company's reputation as an employer? (YAN-KAI FU, 2013)

According to other experts, the methods that allow to objectively diagnose the effectiveness of the personnel service are necessary: ​​“We need to look for the most optimal ways to evaluate our work, which would be understandable to top management and expressed in some tangible indicators - financial or quantitative. We must be able to convincingly prove the usefulness and effectiveness of the HR service. Her authority and status in the company depends on this. ” (Ramos-Villagrasa, Barrada, Fernández-del-Río & Koopmans, 2019).

In my opinion, the latter position meets the requirements of the time. HR performance can and should be measured. And for this there are appropriate tools and technologies. “Job performance can be operationalized in very different ways depending on our purposes, ranging from broad descriptions of behaviors (eg, demonstrating effort, industriousness, adaptability) to narrow ones (e.g., written and oral communications, attendance, adherence to rules)(Ramos-Villagrasa, Barrada, Fernández-del-Río & Koopmans, 2019).

**Systems approach**

The methodology for evaluating the effectiveness of the HR service, which we have developed and put into practice in a number of companies, is based on the principles of a systematic approach to strategic planning. This approach is based on the so-called “Balanced Scorecard” (UPC), developed by D. Norton and R. Kaplan and successfully applied in the West, which takes into account the four main focuses of attention in the strategy of any company. The essence of this approach is as follows: in order to achieve the main goal of increasing profits, it is necessary to set goals not only for meeting financial indicators, but also for the client base, monitoring all business processes, and working with staff. Taking this paradigm as a basis, we developed our “Balanced Map of HR Service Performance Indicators”, which also consists of four projections of business functions.

To conclude; HR business function is at the intersection of the interests of several target groups - shareholders, top management, staff, which often do not coincide. Shareholders want staff investments to be as cost-effective as possible, HR costs are lower than those of competitors, and labor productivity is higher. Top managers are interested in well-trained, motivated employees who can efficiently solve assigned tasks. Personnel costs excite them to a lesser extent than labor productivity. They believe that if a good professional needs a good salary, then you need to pay it. The staff strives to ensure that the work is interesting, well-paid and that there are opportunities for professional and career growth. HR is at the center of the triangle of interests. If she approaches one of the parties and serves the interests of only one group, nothing good will come of it. For example, shareholders will cut salaries to a minimum - and employees will run away. If HR goes to the staff, shareholders and management will be unhappy. To be effective, the personnel service must solve the tasks set by each of the groups, and at the same time maintain a balance of interests.

A balanced map of personnel service performance indicators contains four projections of HR functions. Along with the projections of three groups - shareholders, management and personnel - HR technologies are also included here, because without them today no HR service can work effectively. Each projection captures the purpose of the group and key indicators (KPI). So, shareholders are interested in the profitability of personnel costs. Key indicators - turnover per employee, labor productivity, staff costs. It is useful to track these indicators and their dynamics even within the framework of one company, although there are external statistics for comparison

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