

ON THE JOB TRAINING IMPLEMENTATION AND ITS BENEFITS

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Abstract: Cross training employees will improve the efficiency of the business. Cross training to the employees can be given in different methods. This paper explains the on job training that can be provided internally in the organization itself and its benefits and draw backs. Importance of on-the job training and learning, limitations of training at the workplace are explained.

Keywords: Cross training, on the job training, off the job training, co-worker training, training benefits

I. Introduction

Cross-training means changing the way the employer thinks and training employees to learn a variety of job functions within his domain. Cross training the employees in an organization is involving the team members to learn different skills of the same domain. Employee A will learn the skill of employee B and vice versa. This provides the flexibility to the employees to respond to fluctuating work situations. This will also be beneficial when a key employee leaves the organization or goes on long leave. A low level employee by obtaining cross training can easily move to higher level as he will be able to handle different tasks. Cross training enables the staff to be backups for other staff so that managers have more flexible work force and a ready supply of trained workers

Major types of training are:

1. On the Job training
2. Off the Job training

II. Objective:

- To discuss *On-the-job* training and its advantages and disadvantages.

III. Literature Review

David A. Nembhard (2007): In today's ultra-competitive global business environment, it is becoming increasingly important for companies to reduce spending while simultaneously improving their efficiency and productivity. To achieve this goal, many organizations are opting to implement cross training programs in order to maximize the potential of their existing workforce, thus avoiding the need to outsource.

Armstrong (2001) defined the training as a formal and systematic behavior through learning that occurs as a result of education, instruction, and development and planned experience.

On the job training is preferable for task oriented jobs such as operating a specific equipment. Supervisor of the team will prepare a step by step job breakdown by observing an experienced worker performing the job. (**Blandchard and Thacker, 1999:306**)

Levine (1997) stated that on the job training is about 'two people working closely together so that one person can learn from the other.'

On his side, *Campbell (1990)* considers on the job training as an employee's normal work situation, as being designed to change the knowledge, attitude and behavioral patterns directly appropriate to the performance of a given task or job.

Siele (1988) describes on the job training as an informal training given to employees at the work place, where the trainer will become immediate supervisor of the employees and aiming to improve the employee's working skills, efficiency and productivity. Siele also emphasized that on the job training supplements all other forms of training with the additional advantage of being provided to more people in any given year than it is possible at training institutions.

IV. Training Methods

Cross training teaches current employees how to do various jobs over time. The employee will rotate around to different jobs within the organization, performing various different tasks related to his original job. There are two different types of training methods through which employees can be cross trained in an organization. Few of them are on the job training and off the job training. **On-the-job training** is provided at the workplace itself, the trainees produce things while learning. In **off-the-job training**, the trainees are away from the work environment, which eliminates stress, frustration and bustle of day-to-day job. Each type of training can be provided in different ways as mentioned below:

A. On-the-job Training Methods:

- Coaching
- Mentoring
- Job Rotation
- Job Instruction Technology
- Apprenticeship
- Understudy

B. Off-the-Job Training Methods:

- Lectures and Conferences
- Vestibule Training
- Simulation Exercises
- Sensitivity Training
- Transactional Training

V. On the Job Training

On the job training (OJT) refers to activities carried out at a person's workplace to develop work related knowledge and skills that are required for employees to perform a specific job within the work environment. Employees learn in an environment in which they will need to practice the knowledge and skills taught in the on-the-job training.

On-the-job training uses the regular or existing workplace tools, machines, documents, equipment, knowledge, and skills necessary for an employee to learn to effectively perform his or her job. It happens within the regular working environment that an employee experiences on the job.

A coworker who is having complete knowledge on a task can train his coworkers on this task. Sometimes when working on the specialized equipment to be taught, an external provider can provide on the job training. For example, if a modern equipment is bought for assembling in a car manufacturing company, an expert who can handle the new machine only can train the employees. Thus an external expert is required to provide the training.

The goal of OJT is often to teach basic workplace skills, it also instills aspects of the workplace culture and performance expectations in the new employee. OJT can also an approach that is used by the organizations to train the new employees. .

On-the-job training gives employees motivation to start the job. Some reports indicate that people learn more efficiently if they learn hands-on, rather than listening to an instructor. However, this method might not be for everyone, as it could be very stressful. A large majority of employee learning is accomplished through on-the-job training. Well-designed OJT programs are well planned and resourced, staff managers with competent coaching ability, and define the criterion for performance standards

Example: New trucking employees could ride with experienced drivers. They could ask questions about truck weigh stations, proper highway speeds, picking up hitchhikers, or any other issues that may arise.

V.(a) Steps to create and implement on the job training:

1. Select a set of current employees who needs the training
2. Choose a mentor from the team who has the skills and knowledge to train
3. The mentor will explain, demonstrate the work and makes the learner to practice the same under his guidance.
4. Mentor will provide the feedback on the trainee's performance.
5. Trainee employee will correct himself based on the feedback given by the mentor.
6. Same process can be followed to train a new employee.

V (b) Types of On the Job Training



- **Coaching:** Trainee will be attached to a particular supervisor who will coach, assess and provides feedback to the trainee. Coaching is used with employees who already know the job and have proven themselves capable with possibly one or two areas where the employee needs strengthening. It is more ad hoc in nature, with the intervention based on observation of the employee's performance
- **Mentoring:** Mentoring is one-to-one interaction between a senior employee and a junior employee. This type of training focusses on the development of attitude.
- **Job rotation:** Training will be given to employees on different job assignments. This will help to understand the difficulties in the other job assignments as well as learning different job skills.
- **Job instructional Training:** A step-by-step instruction will be given by the trainer to the learner.
- **Apprenticeship:** It is a formalized method of training program that will comprise of both classroom education and formalized on-the-job training method under close supervision.

- **Understudy:** A superior trains a subordinate as his understudy like an assistant to a manager. The subordinate learns through experience and observation by participating in handling day to day problems.

V(c). Benefits of On the Job Training

- It is a low-cost training program that shares the knowledge of current working employees to a new generation of workers.
- Content of the training will be designed specific to each skill to be learned.
- Content of the skill to be learnt is known to the trainees.
- Trainees will feel comfortable as the training is in known work environment.
- A good way to screen new employees.
- A sense of loyalty to the company will be created within the employees.
- Trainees are highly motivated.
- It is a flexible training method.
- Immediate feedback on the performance of the trainee

V (d) Disadvantages of On-the-Job Training

- Trainer may not have enough skills to train others hence quality of training may not be high.
- Trainer may not be interested to train the new employees with the fear of losing their work.
- Product quality may get affected if the training is poor or improper.
- Production may get disrupted.
- Lack of time to practice.
- Familiarity of work place may affect the concentration in training.

VI. Methodology and Analysis

A survey was conducted among 235 employees of a manufacturing company. The responses for the questionnaire related to '*On the job training is beneficial or not to the employee*' is tabulated in below table. Same thing is shown in the chart below.

S.No	Level of Agreement	Number of Respondents	Percentage
1	Strongly Disagree	2	0.85
2	Disagree	2	0.85
3	Not Sure	34	14.47
4	Agree	91	38.72
5	Strongly Agree	106	45.11
	Total	235	100

Source: Primary Data

Table 1: Response of employees on the benefits of on job training

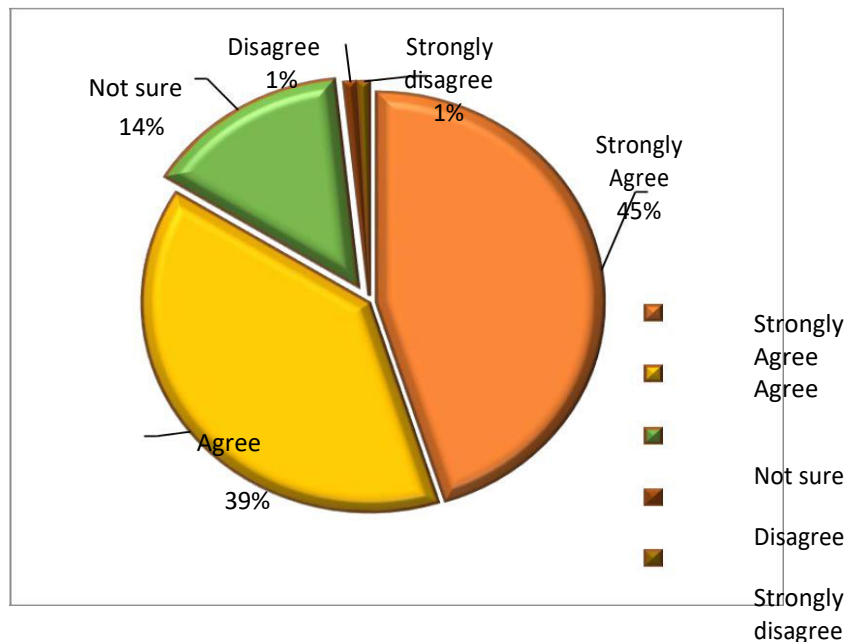


Chart 1: Pie chart showing the response of employees on the benefits of on job training

VII. Findings

The above table depicts that

- 0.85 percentage of respondents strongly disagrees on the benefits of on the job training program,
- 0.85 percentage of respondents disagrees
- 14.47 percentage of respondents are not sure of the benefits
- 38.72 percentage of respondents are agreeing that on the job training is beneficial and
- 45.11 percentage of respondents strongly agree that on the job training in the organization is beneficial to the employee.

It is concluded that Majority of the respondents strongly agree that the on the job training program is beneficial to the employee.

VIII. Conclusion

Conducting training in the working environment will reduce the training cost. As the employees are trained at the actual working environment they will use the actual tools and equipment they will be using in future so they will gain confidence. New employees will be trained in short period and get used to actual work environment. Practical knowledge is more effective than imparting theoretical knowledge. Employees will get real time work experience in on the job training.

There are few disadvantages are also there with on the job training, the employees attending on the job training may create disturbance to in work place thus the productivity may get affected. Employees are expected to work and get trained too, this may reduce the quality of work. Management should keep these things in mind while planning for on the job training to make it successful.

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