Analytical Framework on Employee Development and Its Affect on Employee Performance

Chaturvedi Bhartiya

Research Scholar, School of Law and Management, Singhania University, Pacheri Bari, Distt. Jhunjhunu-333515, Rajasthan (India)

ABSTRACT

Employee is a key element of the organization. The accomplishment or wreck of the organization depends on employee performance. Therefore, organizations are investing huge number of money on employee development. This paper analyzes the hypothetical framework & models connected to employee development and its affect on employee performance. The key variables identify connected to employee development and Employee performance. The more discussion develops a proposed Model that explains the connection amid employee development variables (employee exploring, skill development, self managed, employee attitude) and employee performance variable. The employee performance will affect on organizational effectiveness. The paper is divided into three parts. The introductory portion provides brief overview connected to employee development and its affect on employee performance. The subsequent portion analyzes the sights and studies of the past researchers connected to employee development and employee performance. In the end the paper presents the proposed Model alongside the discussion and conclusion.

Keywords: Employee development, employee performance, organizational effectiveness.

1. INTRODUCTION

Employee Development is one of the most vital purposes of Human Resource Management. Employee development way to develop the skills of an individual employee and association as a finished so; hence employee development consists of individual or employee and finished development of the employee as after employees of the association should develop the association, association should be extra flourished and the employee performance should rise (Elena P. 2000). Therefore, there is a manage connection amid Employee Development and Employee Performance. As after employees should be extra industrialized, they should be extra gratified alongside the job, extra committed alongside the job and the performance should be increased. After employee performance should rise, this will lead to the association effectiveness (Champathes, 2006).

2. IMPORTANCE OF EMPLOYEE DEVELOPMENT ACTIVITIES

Employee development activities are extremely vital for the employees, as the activities indicate that association cares concerning their employees and wants them to develop (Elena P. 2000). Countless of the organizations are investing in employee development. After organizations are giving towards the employee development activities, the employees work hard; use their maximum skills and efforts to accomplish the aims of the organizations.

There are countless schools of thoughts. One school of believed says that employee development focus on:

1. Self Development
2. Self Managed Learning

As every individual employee wants to explore and explore new things, he should explore more and more, he should give in countless supplementary activities such as attend seminars, workshops and others training sessions, whichever
on the job or off the job. This indeed should lead to employee development, and employee development should lead to rise in employee performance.

No matter how far expertise does a person have if person or employee is not keen to develop? No matter how far resources you furnish employee should not developed. So employee development is additionally a confidential obligation of the employees. Employees at all levels are encompassed in the developmental activities whether the higher level employees, middle or lower level employees (Antonacopoulou 1996).

3. CHALLENGES IN EMPLOYEE DEVELOPMENT

As employee development depends on the individual employee whether employee is keen to give or not. Employee development additionally depends on the association sophistication, attitude of top association, and manipulated opportunities of promotion. (Elena P. 2000; Antonacopoulou 1996).

Organization Culture: - If association sophistication supports employees, it will enthuse employees to give in decision making next employees should extra develop and performance should increase.

Attitude of Top Management: - Top Association attitude is one more vital factor that influences on employee developmental activities. It depends on the sincerity and promise of the top management.

Limited Opportunities of Promotion: - If opportunities of raise are manipulated next employees should not give in the employee developmental activities.

4. DEVELOPMENTAL ACTIVITIES

Coaching: Coaching is a vital attention for the employee development, coaching is not formal. It involves indulging employees as a confidential partner in accomplished both confidential and organizational goals. Therefore, we can resolve confidential setbacks of the employees by bestowing coaching (Agarwal, 2006). After setbacks are resolved, this lead to rise in organizational performance as employees should be able to accomplish organizational goals.

360 Degree Feedback and Developmental centers: 360 degree feedback and development centers are preplanned and are established on prior described assessment criteria. As developmental centers are present in the association or there are countless developmental centers beyond the association and are extremely vital as they furnish training to the individual employee (Hazucha, 1993). How to be industrialized and employees can merely be industrialized if they have a desire or motivation to be developed.

Developmental Appraisal: Developmental appraisal is an ongoing procedure for the employee development across the finished year. Basically, it is a compulsory portion of the Performance management. This appraisal will ascertain the frail span of employee whereas employee development is needed in order to enhance the employee performance (Kirkpatrick, 2006).

Investment in Perceived Developmental Activities of the Employees: The investment in Perceived developmental activities of the employee is vital in order to raise the employee performance. As investment in Perceived developmental activities additionally furnish the association as a competitive supremacy (Chay et al., 2003).

Competitive Supremacy: Most of the organizations do not ponder the employee developmental activities of far value. They merely focus on accomplished the aims of the organization. They do not care about the development of employees. So, if organizations focus on employee developmental activities, this should aid in enhancing the skills of the employees (Chay et al., 2003). As skills enhanced, they should be able to develop occupation their own realistic occupation design and therefore lead to raise the organizational effectiveness.
5. HR PRACTICES ON EMPLOYEE PERFORMANCE

A large number of researchers have forwarded following classical theories (Husselid, Pfeffer, 1994; Arthur 1994). There are five major practices which affect on employee performance.

- Job autonomy
- Organizational support
- Training
- Distributive justice
- Procedural Justice

Employee development is becoming an increasingly critical and strategic imperative for organizations in the current business environment (Sheri-lynn, Parbudyal 2007). Following five variables of employee development will affect on employee performance.

- Coaching
- Training and development
- Empowerment
- Participation
- Delegation
Coaching

Individuals are allowed to seize the responsibility. They are indulged as a partner to accomplish confidential and organizational goals. As aims are attained, the performance is enhanced (Agarwal, 2006).

Training and Development

Training is the perpetual change in behavior. Employee ought to be cultured how to do a particular task? Development is a long word procedure (Leibowitz, 1981).

Empowerment

Empowerment way to raise the capacity of the employee and additionally furnish freedom of work that will craft the assurance amid the employees.

Participation

By permitting employees giving in organizations strategies or decision making can lead the employee to enhance the performance. They will be able to make extra intelligent decisions.

Delegation

If managers representative power to the employees to present the task, what they desire can additionally lead to enhance performance. Employees will do those activities that they can present extra easily. This will lead to accomplish organizational aims and therefore enhance organizational performance (effectiveness).

6. PROPOSED MODEL (SELF MADE)

Proposed Model: The proposed model is devised in the light of literature review of past researchers conducted in different studies related to employee development and employee performance. The propose model is self made and explains the relationship between employee development and employee performance. Employee performance is a dependent variable and Employee development is independent variable. Employee development variable is operationalized by the following sub variables.

- Employee Learning
- Skill Growth
- Self Directed
- Employee attitude and behavior
Employee learning explains the procedure of acquiring vision across curiosity to learn. It is a mind-set who has apprehension to become information. Employee learning will raise the skills and competency of the employee (Dixon 1999). The skills and competencies are helpful in employee performance and productivity.

Skill Development

It is a way to rise in the skill catalog level of an employee. The skill development is probable across training and coaching. The skill level will affect on the employee performance. Employee performance will affect the organizational effectiveness.

Self Managed

Employee development additionally depends on the individual employee, how far curiosity to learn.

- How far curiosity to explore an individual employee?
- How to explore to develop themselves?

As after individual employee wants to learn he should explore more and more he should give in countless supplementary activities such as attend seminars, workshops and others training sessions, whichever on the job or off the job. This indeed should lead to employee development and employee development should lead to rise in employee performance (Elena P, 2000).

Employee Attitude and Deeds

Employee attitude and deeds mentions to the responsiveness of an employee. After employee is appointed in disparate workshops, and training sessions, the employee attitude and deeds will ascertain the seriousness in training and development programs. The responsive employee will explore disparate skills that will raise the employee performance. Employee performance will affect the organizational productivity.

Employee Performance

Employee Performance suggests employee productivity and output as a consequence of employee development. Employee performance will in the end affect the organizational effectiveness.

Organizational Effectiveness

Organizational effectiveness mentions to the attainment of finished organizational aims (Milkovich et al, 2004). Employee development leads to employee performance. Individual Performance of an employee will lead to the organizational effectiveness.
7. CONCLUSION

Employee is a priceless resource (asset) of the organization. The accomplishment or wreck of the organization depends on employee performance. Therefore, organizations are investing huge number of money on employee development. The paper examines and investigates the works study on employee development and its affect on employee performance. The key variables identifies connected to employee development and Employee performance. The paper presents the significance of the employee developmental activities significance of investment in a human capital, and trials in employee development. The more discussion develops a proposed model that explains the connection amid employee development variables (employee exploring, skill development, self managed, employee attitude) and employee performance variable. The employee performance will affect on organizational effectiveness.

REFERENCES