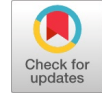


# Cross Training – A Long Term Beneficial Tool to an Employer



Vasanthi.S, S.Rabiyathul Basariya

**Abstract:** An employer should keep on implementing potential new techniques to reach the business goals and to make the business run the profitable way. One of the technique that makes the employees to learn multiple skills with in the organisation is either with their own interest or by the training programs implemented by the management. Cross training is termed as preparing employees for multiple roles with in the same domain of their skills. Employee having specialised skill cannot function outside their confined roles. Employees may leave the organisation for different reasons internal issues, separation and emergency situations. If there are functions that are handled by one person with specified skills, flow of operations will get affected. In such situations cross training plays a major role bringing benefits to both for employees and also for employers.

Cross training will enable the employer to consolidate the skills and abilities of each employee and plan for skill pairing such that the employee absenteeism, production down time etc can be handled easily. This paper explains the benefits that can be gained by an employer by distributing the questionnaire in a manufacturing industry and analyzing their responses.

**Keywords:** Cross training, Employer benefit, Organization's benefit, Employer's beneficial tool

## I. INTRODUCTION

Training the employees for new skills of some other equivalent position is named as cross training. This makes the employee multi skilled and improves his effectiveness at work place. This method of training is useful for small companies' as well big industries. In a small company where very few employees are there, instead of hiring new people, the employer can cross-train the employees into different job responsibilities. This will be helpful when any employee is on vacation or fell sick or quits the job unexpectedly, thus helping to bring down the costs that are to be spent for new employees. Cross training can also be considered as disaster recovery plan. It will the business to run smoothly in unforeseen situations where few of the employees may not turn up to work unexpectedly.

## II. OBJECTIVE

- To define cross training
- To discuss different type of cross training methods employed in an organisation

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- To discuss the benefits of cross training to an employer

## III. CROSS TRAINING

Cross training can be planned in any type of industry. Organizations having different work profiles in same domain or having high customer contacts can cross train their employees on a variety of roles. Technology based companies will train their employees to gain knowledge in multiple skills so that the employee will also be beneficial in order to progress in career and employer will be benefited by utilizing their services at multiple positions whenever the man power resources crisis exists. In such cases employees can support each other whenever there is an emergency arises. Cross training can be effectively utilized in small companies where limited number of employees is there where each employee will attain skills to do a range of tasks. In some companies' employees will get paid in proportion to number of skills they are mastered for. A cross trained employee can be utilized for job rotation. When an employee attains multiple skills by cross training, not to deteriorate his skills, he will be periodically assigned rotating jobs among his trained skills. For example a machine operator in a car manufacturing company can be trained for.

## IV. IMPLEMENTING CROSS TRAINING

Determine the right employees in an organisation who can be given cross training , cost of the training, cost of re scheduling the work flow during training period etc. Implementation of cross training in any organization needs the following steps to be followed.

- Identify the tasks and roles in which employees are interested to get trained
- Educate the employees on the benefits of opportunities on obtaining cross training.
- Identify the suitable employees who has learning capability and can utilise the training effectively.
- Schedule the time for training, type of training, materials for training to accomplish the cross-training.
- Plan the workload during the training period to avoid the stress on the employees under training.
- Rewards can be planned for the employees who will complete cross training successfully.

## V. CROSS TRAINING BENEFITS TO EMPLOYERS

Training employees for multi skills and having resources with various knowledge levels will give the business less vulnerabilities and less risk during critical situations. Team will be prepared for unexpected events like employee separation due to different reasons.

## Cross Training – A Long Term Beneficial Tool to an Employer

It allows the employees to understand the difficulties in every other employee's tasks and recognise the talents that are needed for performing the other functions in the organisation. Following are the benefits of employer by having a cross trained team in their business.

- Risk management: Management can manage crisis during absenteeism of employees as the trained employees can step into other roles easily.
- Identifying the leadership skills: cross training can uncover few employees' hidden talents and leadership skills.
- Team work: Employees can appreciate their co-workers' skills and talents and coordination between them will get improved.
- Improvement of efficiency and productivity
- As the employer is helping the employees to develop their skills, they will attract good employees.
- Cross trained employees may have better career development opportunities.
- Employee satisfaction will get improved as they will develop multiple skills.
- Building teams as they develop new relationship with different teams and they will have better understanding.
- Down period during production can be avoided
- Production gaps during hiring of new employees can be reduced.
- Dependency on specific skilled employees will come down.
- Man power expenses will come down as there will not be any irreplaceable employee. That means employer is not reliant on a single employee.
- Unexpected losses when skilled employees suddenly quit or go on long leave can be avoided.
- Internal hiring is possible
- Turnover will be reduced which indirectly saves money to the organisation.
- Boosts Cross-Department Bonds
- More Fulfilling Work
- Improved individual efficiency,
- Increased standardization of jobs,
- Heightened morale.
- Ability to keep employees motivated and "fresh" through assignment rotation.
- Increased ability for managers to evaluate employees across an array of roles.

### VI. STATISTICAL ANALYSIS

The following questionnaire is circulated in a manufacturing organisation. Experience of respondents in number of years versus their opinion on whether cross training is beneficial to employer or not is analyzed. Chi square method is used to analyses the response.

**Table 1. Questionnaire**

	Benefits to Employer	SDA	D	N	A	SA
1	Employer can define fair policies in internal promotion as the skills of employees are better exposed after training.					
2	It leads to better understanding and cooperation between diverse business units.					
3	It is used as retention strategy					

	by the organization.					
4	It is a process of managing talent of employees.					
5	It is beneficial to achieve the goals of organization.					
6	Cross training broadens knowledge and skill in various fields throughout the organization.					
7	Productivity is improved after providing cross training.					
8.	It reduced production gaps during hiring period					

### Hypothesis

H0 = The experienced respondents agree that the cross training is beneficial to employer.

**Table 2. The Experience of the respondents and the Cross training beneficial to Employer**

Experience	Cross training beneficial to employer					Total
	Strongly Agree	Agree	Not sure	Disagree	Strongly disagree	
1 – 10 years	41	50	15	7	2	115
11- 20 years	38	34	8	9	4	93
21- 30 years	11	11	1	0	2	25
31- 40 years	2	0	0	0	0	2
Above 40 years	0	0	0	0	0	0
<b>Total</b>	<b>92</b>	<b>94</b>	<b>25</b>	<b>16</b>	<b>8</b>	<b>235</b>



**Fig.1 Graph showing relation between experience of employees and benefit to employer**

**Calculation:**

$$E_{ij} = (T_i \times T_j) / N$$

$$\sum [(O-E)^2 / E] = 11.908$$

Calculated Value = 11.908

Degree of freedom to find the tabulated value

$$= (r - 1) (c - 1)$$

$$= (5 - 1) (5 - 1)$$

$$= 16$$

Degree of freedom = 16

Tabulated value at 5% level of significance for Degrees of freedom = 26.296

Calculated value < Tabulated Value

11.908 < 26.296

So the hypothesis given above is accepted. Thus experienced respondents accept that cross training is beneficial to employer.

## VII. CONCLUSION

Employees performing all or most of the tasks in a company can meet the internal and external business demands and helps the business flow not to stop during critical situations. Training the employees for additional skills may have few drawbacks of additional costs like training cost, loss of production during training period, losing employee's time during their training period etc. At times the employees may also show resistance to get trained feeling that will be a burden for them. Handling all these situations and implementing the cross training across the teams will bring many benefits to the employer. This will prepare the employer for emergency situations, recessions and employee separation. Employer can face the competition in the fast growing market and can sustain in global economy with multi-talented cross trained employees.

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