

A Revisit on Training and Development Practices in Public Sector Undertakings for Employee Sustenance

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[Abstract] In India, the concepts of training and development have a significant weight in the country's organizations' public and commercial sectors. It is essential for both the growth and development of the organization, which helps to prevent managerial obsolescence, as well as the development of its employees (which helps improve knowledge, skills, and performance). These training and development policies assist management with assessing employees' work performance and making choices on the welfare of individual employees about promotion, awards, compensations, and other welfare facilities, among other things. It also helps managers in areas such as inspiring colleagues, keeping workers, planning, organizing, and supervising the implementation and executing of plans. This article is a review study that looks at the practices used for training and development in the public sector in India. The study went through the many phases, techniques, and advantages of training, including those for individuals, organizations, and society. It also developed a model for improving the effectiveness of employee training. In preparation for the presentation of this research work, we combed through a total of 68 research articles. These articles covered training and development practices, design and implementation, evaluation, and transfer of training, all of which are intended to maximize the advantages of training and development.

[Keywords] training & development, employees' performance, sustainable training design, training implementation

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Introduction

According to McKinsey (2006), a skilled workforce with enhanced capacity, skills, and knowledge has become a considerable advantage globally. Organizations need workers with the required knowledge, skills, and talents to ensure that the correct individual is assigned to the proper position. Additionally, organizations need effective training programs that boost “employee motivation” and “organizational commitment” (Meyer & Allen, 1991). It is essential for organizations to maximize the potential of their workers in line with the job criteria. To accomplish this aim, organizations engage in long-term planning to build new skills in their employees to prepare them for times of change. Improvements made by top management personnel to workers exhibited their dedication to the organization. They stimulated them, resulting in high productivity levels for the employees working for that organization.

Training and development are essential to the upkeep of an organization's most important assets, the employees. This is because employees are the most precious assets an organization has. The development of a business is directly correlated to the success of its employees, and employee performance may be improved via training. The following formula should be used to determine the need for training and development management:

$$T\&D = SP - AP$$

Whereas:-

T&D: Training and Development

SP: Standard Performance

AP: Actual Performance

There are some areas that come under employee development, and they are listed as follows: “Technological advancement,” “personality development,” “interpersonal relationships,” “problem-solving techniques,” and so on. “Quality improvement programs,” “time management skills,” “employee efficiency development programs,” “violence prevention programs,” “workplace safety,” “communication,” and so on. In this research paper, we discuss the impact of training and development on employee performance and shed some light on the training literature. We also present a suggestive model for maximizing the benefits of training and its implementation. This paper also discusses the advantages of training and development for individuals, teams, organizations, and societies.

Research Problem and Research Objectives

Training is a procedure intended to develop an individual’s abilities, knowledge, and strength to do an effective job that contributes to an organization’s growth, capital, and productivity. In this research study, our primary emphasis is on the performance of workers who have undergone training to increase their skills. However, a significant number of businesses, both public and private, need to place more emphasis on educating their workers to boost staff productivity. This has a detrimental effect on the expansion of these businesses. When the economy is in a downturn, many companies cut their expenditures for employee training. This either results in more employee turnover or higher recruiting expenses, leading to financial losses for the companies.

A significant number of scholars have established and proved a connection between training and the success of organizations. Training helps individuals increase their knowledge and abilities, enhancing their performance, improving the business’s performance as a whole, and ultimately resulting in a profit. Companies solely focused on customer relations and customer satisfaction have recognized the importance of employee development and have been working to improve it with the assistance of various training tools to lower the costs associated with employee recruitment and retention (Evans & Lindsay, 1999). This research seeks to find answers to the following questions:

- What are the meaning, methods, and importance of training?
- What benefits of training and development for individuals, organizations, and society?
- What is the relationship between training and employee performance?
- What is a suggestive model for enhancing the benefits of employee training?

To find the answers to these questions, we reviewed research papers that impact training and lead to the growth of employees’ careers/organizations.

Research Objectives

To create guidelines for evaluating employee performance utilizing a variety of studies, research papers, periodicals, reports, books, and materials that have been published and unpublished, we conducted a subject review and determined the following objectives:

- To research the significance, meaning, and various training approaches.
- To determine the positive effects training and development have on individuals, organizations, and society.
- To consider the connection between training and the workforce's overall performance.
- To develop a strategy for increasing the positive effects of staff training programs.

Review of Literature

The business world faces uncertainties and new challenges in rapidly changing technology (Tai, 2006). Organizations now invest in training programs to prepare their employees for protection. We describe training and development in the figure below.

Training			
S. No	Author	Year	Findings
1.	Rowden	2002	It has been postulated that training is a useful instrument for enhancing work satisfaction. This is because improved performance results in praise from higher management, making employees feel more at ease with their job.
2.	Hollenbeck, Derue & Guzzo	2004	Training employees not only helps them expand their talents, but also helps them improve their thinking capacity and inventiveness, which enables them to make better judgements on time and in a more productive way.
3.	Chiaburu, D. S., & Tekleab, A. G.	2005	Training programs help people enhance their skills, but they also aid companies in getting the most out of their human resources and gaining a competitive edge. Consequently, the company has to prepare a training program for its workers to help them develop the skills and capabilities necessary in the workplace.
4.	Farooq, M., & Khan, M. A.	2011	They argued that ineffective work-related practices have a negative influence on work, while effective work-related practices have a positive impact on work. If this is not the case, workers who stay in any organization produce difficulties that directly impact productivity.
5.	Tai, W. T.	2006	Greater levels of job satisfaction, as well as superior performance, are found in employees enjoying the training programs. In return, the trained workers are better at serving customers.
Importance of Training			
1.	Bartel, A.P.	1994	“Training is required not only to boost production, but also to excite and inspire employees by teaching them of the significance of their professions and giving them with all the essential knowledge to accomplish those duties.”
2.	Frayne & Geringer	2000	Participants in the training program reported increased levels of both self-efficacy and resulted in anticipation after completing the program.
3.	Goldstein Ford	2002	Learning and development is a systematic approach that strives to increase the performance of individuals, teams, and organizations.
Employee Performance			
1.	Leonard-Barton	1992	An organization that places a high value on knowledge as a means of obtaining a competitive advantage over rivals should build a system that assures continual learning, and training is one of the most effective ways to accomplish this goal.

2.	Pfeffer	1994	It has been established that a workforce that has received adequate training is in a better position to achieve the set performance objectives and to achieve a competitive edge in the market.
3.	Delaney Huselid	1996	Training is the process of helping workers to do tasks more effectively, and, as such, it is considered to be an essential component of strategically managing the performance of human resources.
4.	Kinicki Kreitner	2007	When workers are content with their jobs and working conditions, their productivity increases, and managers have an easier time motivating high performers to help the company achieve its objectives.

The Relationship between Training and Employee's Performance

1.	Harrison	2000	Learning via training affects the performance of an organization by improving the performance of its employees. This kind of learning is seen as an essential component in accomplishing business objectives.
2.	Swart et al.	2005	They are improving employee performance via effective training programs as a solution to performance challenges.
3.	Cheramie et al.	2007	Many different factors contribute to management's overall reluctance to invest in the company's human resources. Some workers, although participating in training programs that are efficient and timely are meant to cash it in for their market worth and job chance, or they are willing to cash it in.
4.	Sultana, A, et. al.	2012	Found that training programs are responsible for 50.1% of the variance in employee performance and that training is an excellent forecaster of employee success.

Studies on Innovative Training and Development

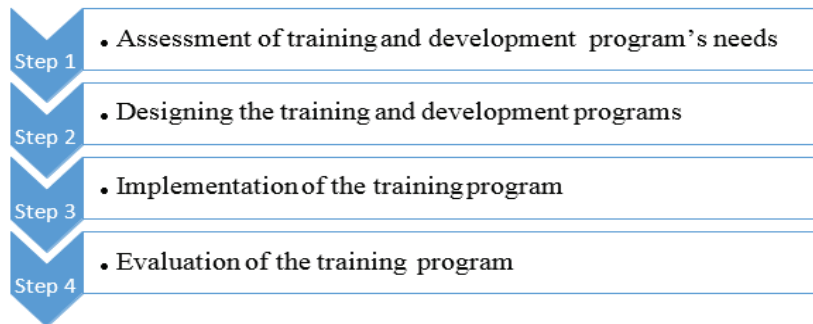
1.	Nhat Tanpham, Tan vo-thanh Muhammad Muhammad Usman	2020	Training programs focused on the environment may assist individuals in lowering their carbon footprints and contributing significantly to the resolution of environmental problems.
2.	Ingeborg Kroese	2022	A model of education that is attentive to issues of sexuality and gender is presented in the review as a way to direct future research and practices. Gender-neutral training does not accurately represent the myriad ways men and women vary.
3.	Ashfaq Ahmad Kabir maitama kura palwasha bibi	2019	Identified the influence factors such as salary, management support, the degree of employee dedication, and coworkers' engagement in service.
4.	Shweta Maheshwari Veena Vohra	2018	Training and development are best practices for efficiently implementing change; with the assistance of these best practices, we determine how workers may operate most efficiently.
5.	Ravenda khresna brahmana Ritzky karina Brahmana	2018	The moderating effect of corporate governance on the relationship between company success and training and development The effectiveness of the company is improved by the training and development policies, the corporate governance program, and the training program.
6.	Riccardo Sartori Arianna Costantino Andrea Ceschi Francesco Tommasi	2018	The performance of employees may be enhanced via training, development, and innovation.
7.	Eliane Lourenco Goulart Alex Quadros		In cooperative organizations, this research aims to evaluate the link between training effectiveness and self-efficacy as a means of achieving the study's stated aim.
8.	Alba Manresa Andrea baklava Alexandra Simon	2019	The primary motto of this research is the investigation of four different training approaches and how implementing such practices might affect a company's innovative capacity and financial performance.
9.	Sanjay Kumar Singh	2019	According to the findings of this research, environmental ethics affect

	jin Chen Manlio del giudece Abdul Nasser El-Kassar		environmental training, and ecological, ethical practices must be proactive to increase environmental performance inside an organization.
10	Harshit Topno	2012	Evaluation of training and development is an essential component of any organization, since it creates a systematic approach to enhancing employee performance, job responsibilities, and the likelihood of retaining existing staff members. It is a significant investment that will ultimately contribute to the organization's development.
11	Khawaja jehanzeb Dr. Nadeem Ahmed Bashir	2013	In this study, the sound effects for organizations as well as their workers are discussed. Employees benefit from a training and development program that enhances knowledge and abilities related to specific tasks. This helps increase employee retention rates.
12	Chris Segrin Michelle Givertz	2003	The SST model is a multi-model training program that offers a variety of instructional approaches for developing skills. It makes people's situations better and assists them in dealing with the difficulties of life.
13	Danish Ahamed Siddiqui Noor Sahar	2019	The purpose of this research was to investigate the extent to which workers receive training and development and how effectively they communicate and work together. The research outcomes suggest that each employee's level of involvement may be increased via communication and that each employee's needs should be met in the current employment environment.
14	Ali Junaid khanFarrukh BashirIsmet NasimRashid Ahamad	2021	The fundamental objective of this research is to learn about nurses' perspectives on training and development and the advantages associated with receiving such training and growth. Patients get treatment of the most excellent quality, thanks in part to the efforts of the facility's nursing staff.
15	Bee-Lan Lok Ming-yu cheng Chee-keong choong	2021	Studied the stimulus that training and development of soft skills have on organizations' performance and HRM outcomes.

Studies on Innovative Training and Development (continued...)

16	Agnes Slavic Nemanja Berber	2019	Although they are fundamental HR operations, training and development are very important to the success of any organization. Training and development may improve employees' knowledge and abilities, which helps organizations get closer to achieving their objectives. It also helps to enhance the performance of both employees and the organization.
17	Adnan M. Rawashdeh Saleh Abdalhameed Tamimi	2020	Intentions about employee turnover and organizational commitment are investigated in this research.
18	Jessica E. Federman	2019	This research explores the many sorts of interruptions that learners experience and the influence these disruptions have on online training.
19	Annie C. Jeffries Samuele M. Marcora Aaron J. Coutts Lee Wallace Alan McCall	2022	The creation, execution, and monitoring of projects are all helped by better understanding of higher-order constructs and conceptual frameworks.

Figure 1
Stages of Training and Development Program



“ED = EE + ES + TE + EQWL”

Whereas:

“ED: Employee Development”

“EE: Employee Education”

“ES: Employee Skill”

“TE: Training Effectiveness”

“EQWL: Employee Quality of work life”

For achieving the goals of the organization, the given contribution of employees is known as the employee’s performance (Frayne & Geringer, 2000).

Methods of Training and Development Program

There are numerous training methods, but the following are some of the most valuable and well-known:

1. “On the Job Training Methods”
2. “Off the Job Training Methods”

Figure 2
ON the Job Training Methods

“On the Job Training Methods”				
Job Rotation: Employees are rotated through various jobs, where they learn about different departments’ jobs.	Job Coaching: Experienced employee can provide a verbal presentation to explain the intricacies of the job.	Job Instruction: An instructor provides directions to perform a specific task or function in the form of orders or steps to complete a task.	Apprenticeships: Fresh graduates are assigned to experienced employees to learn job functions.	Internships and Assistantships: During their education, an intern or an assistant is hired to perform specific time-bound tasks.

Figure 3
OFF the Job Training Methods

“Off the Job Training Methods”			
Classroom Lectures: An instructor delivers a verbal lecture to a large audience.	Audio-Visual: It is possible to do so using films, televisions, video, and presentations.	Simulation: This type of training method creates real-life situations to facilitate decision-making. Further, the actual job conditions understanding is also given. a. Case Study b. Role Playing	Sensitivity Training: This is more from the standpoint of behavioral assessment, determining how an individual will behave himself and towards others under various circumstances. There is no predetermined agenda, and everything happens in real time.

*Guidelines for Employee Specialized Evaluation & Development***Table 1***Employee Specialized Evaluation & Development*

Employee Specialized Evaluation & Development		
S.NO	Categories/ Authors/year	Explanation
1.	Ability Diversity Inc. 2011	Assess the employee's physical capabilities and any preexisting medical issues to determine the degree to which they can carry out the duties of their position. You should also consider the employee's psychological background when determining whether or not the employee has the mental ability to start the activities or finish them.
2.	Standards Halliburton	Examine how the workers feel about their jobs in terms of whether or not they are aware of deadlines, whether or not they understand their obligations and tasks, and whether or not they can collaborate well with their bosses. Investigate the availability and clearance of procedures and objectives and how this information is conveyed to staff members.
3.	Knowledge and Skills Training Industry, 2012	Verify that the workers' experience and skill set are commensurate with the duties that are currently being handled. Check whether there is any training available to help bridge the knowledge and skill gaps. Consider if the employee must carry out the obligations if training is not offered.
4.	Measurement ABET	Determine if your employee evaluation is centered on gauging the employee's performance in task performance or whether it is geared toward the person being evaluated.
Employee Specialized Evaluation & Development (continued...)		
5.	Feedback ET, and "Sengupta, 2012"	Analyze whether the employee is provided with frequent feedback on their performance and document your findings. In addition, if feedback is provided, it is essential to establish whether or not it is connected to the employee's salary and whether or not the employee has a vote in who reviews them.
6.	Environment McDonald's	Ensure that the worker is surrounded by the tools necessary to do the job, sufficient time is supplied, and the working environment is favorable to the activity being completed.
7.	Motivation JFC staffing company	Verify that there is some reward or incentive for excellent performance and some penalty for poor performance. In addition, when it comes to productive workers, check to see whether there is any safeguard in place to protect such workers from being given more work just because of their successful performance.

Model for Maximizing the Benefits of Training and Development

In the following paragraphs, we will provide a model that may be used to maximize the positive effects of training and development. The ideas addressed and summarized in relation to maximizing the study are the source of inspiration for our suggested model (Aguinis, H., & Kraiger, K., 2009).

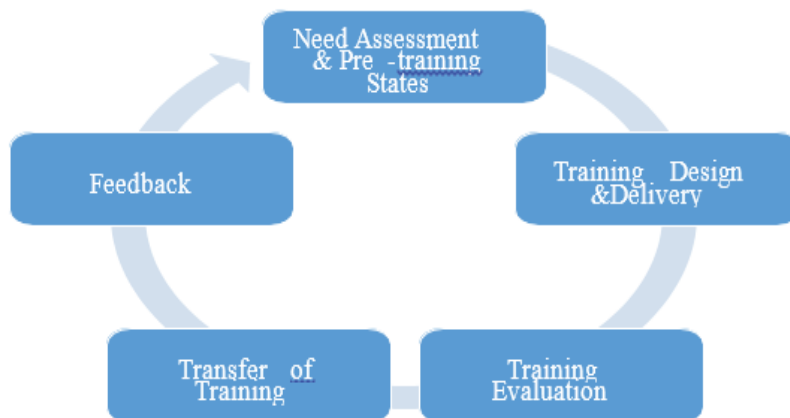


Figure 3: Suggestive Model for Maximizing the Benefits of Training and Development

Implementation of Suggestive Model for Maximizing the Benefits of Training and Development

Needs Assessment and Pre-training States

There are two ways a company may improve the advantages of training: the first approach is to do a needs assessment making use of experienced SMEs, and the second is to make sure that learners feel passionate about training. In addition, it is possible to say that certain things can increase the readiness of the trainees. Further, the anxiety of the trainees about training can be lowered by showing them in advance how fruitful the exercise is to them and by ensuring that workers are highly active in their jobs.

Training Design and Delivery

The benefits of training may be increased to their full potential by making optimal use of the methods available for training design and delivery. Several recent studies have suggested that “theory-based learning principles”, like motivating learners to arrange the training matter, making sure that learners make an effort to absorb new skills, and allowing learners to learn by making mistakes and learning while making mistakes, should be utilized in the design of training programs. Additionally, how the training delivery system may be improved is via the use of technology.

Training Evaluation

In addition to getting the most out of the benefits of training, proper documentation of the training and its advantages must be carried out. When assessing training, it is essential to consider several factors, including the evaluation goal, the audience’s requirements and level of expertise, and the variables about the different utility responses (i.e., affective versus utility).

Transfer of Training

Numerous studies have focused on the best approaches to ensure that the modifications made during training are successfully implemented in real-world settings. These findings, when taken together, emphasize how important it is to consider interpersonal factors, such as support from peers and supervisors,

as mediators of the link between training and its subsequent transfer. It has yet to be universally agreed upon that factor at a more removed organizational level, such as transfer climate, have a substantial moderating role.

Feedback

The idea that the growth stage after training accurately reflects teaching efficiency has been debunked by a large number of researchers. The management is aware of this training feedback system's positive and negative aspects.

Conclusion and Future Scope of Study

Every organization engages in these activities to foster advancement, since they are crucial to individual and organizational development. These training sessions value the individual's career and performance, increasing the organization's production. Effective training and development organizations conduct these activities regularly. Still, first, they must complete a need assessment. Once they have determined the need for training, they must make a proper plan and adhere to it sincerely so that the outcome of the training activities is beneficial to an individual or an organization. This research analyzes the impact of training and development on employee performance and illuminates the training literature. This research examined how training and development benefit people, teams, companies, and society. In addition, we present a methodology for maximizing the benefits of exercise and explain how to implement it.

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