

EMPLOYEE TRAINING AND DEVELOPMENT: TRANSFORMATION TO A FUTURE-READY WORKFORCE AND THEIR PERFORMANCE OUTCOMES

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Abstract

In the modern era, employee training and development are necessary for every organisation to expand and sustainably. Employees must go through a continuous process of development and enhancement if they are to assist in making them performers who are ready for the future. It is composed of a wide range of organised activities meant to improve and adjust employees' job-related skills, awareness, or perspective in order to achieve the organization's goals and objectives. Determining how worker efficiency and effectiveness are changed by training and development is one of the increasingly crucial tasks that directly influences an organization's success. With the hard and soft skills required to develop 21st-century workforces, organisations are committed to filling the gaps in their workforce. And their main tools are workplace growth and training. Since employees are a company's most valuable asset, their performance determines whether it succeeds or fails in the real world. Organisations would thrive and staff performance would rise with effective training and development plans. Therefore, the purpose of this research is to investigate the advantages that organisations provide for training and growth at various levels.

Keywords: *Skill development, behavioural changes, employee performance, Productivity.*

Introduction

Employees are the foundation and strong pillars of any organization. In order to accomplish its objectives, a company's human resources training and developmental plan must assist its employees in transforming their abilities, knowledge, and skills. The purpose of training in human resources is to produce highly qualified, driven, and productive employees who are ready for any future demands. Individual performance is completely dependent on the individual performance of the employees, organization should plan and implement effective employee training and development programs to help employee reach the highest performance edge (Abrudan Denisa, 2019). The foundational elements of a fulfilling organisation are development and training; an

organization's ability to survive and thrive depends on these factors (Ismael, et al., 2021). It makes a significant contribution to the accomplishment of organisational objectives.

The fundamental idea of the talent management system is this optimistic perception of employees as valuable resources with limitless potential. The workers need to acquire the skills, expertise, and mindsets that come from organised training in order to do a certain task or job (Diamantidis et al. 2019). Numerous methods, both inside and outside of the office and during business hours, can be used to administer this. Staff development and training can lead to improvements in an organization's overall profitability and effectiveness, as stated by (Prabhu et al. 2020). Modern businesses, both public and private, are left with no better choice than to provide their staff with training to familiarise and improve their skills and attitudes with subject experts in relevant fields.

Training and development Conceptualized

Employee training is to enhance abilities or broaden expertise so that the worker is better prepared to perform current duties or advance to a more senior role with more responsibility. According to Anwar and Abd Zebari (2015), training is defined as teaching and education provided to the staff member whenever it is necessary to advance their present knowledge and abilities for a better result. Individual development is not, however, a goal unto itself. The development of the organisation must be integrated with that of the person. The organization's structure is the cause for concern; it needs to adjust to changing circumstances. It is necessary to consider employee development and progress within the framework of this transition.

Training is a planned effort by an organization that facilitates employees to learn job related competencies. On the other-hand development is regarded as an extensive multiple and futuristic outcome derived on account of the training activities on various latest techniques imparted by the organisations. Employee development is focused on training, education, coaching and on-the-job learning experiences for strengthening the competencies and improving the confidence of employees to desired future of organisations (Ramamoorthy, and Sankarasubramanyan 2022). Organizations must now develop new ways of thinking in order to handle the difficulties of innovations, technical advancements, reformations, and high levels of competition in this extremely evolved period. The advantages of learning for an organisation have also been elucidated by Ali. Saleh et al. (2021). As a vital field, learning and development has gained significant traction in recent decades, and its importance in improving worker and managerial performance and organisational success has been established for future-ready workforce.

Intentions of Training and Development

Professionals with expertise and training are essential for carrying out the necessary tasks in every organisation. Given that the effectiveness of all additional resources dependent on people, human resources are an organization's most valuable asset. "Training" is the term for an organised method of learning and growth intended to increase productivity on an individual, group, and corporate level. On the other hand, the term "development" describes endeavours that result in the gain of

fresh information or abilities with the aim of individual advancement. Training is unnecessary if candidates for the position can fulfil these qualifications. (Christiana; et al. 2021), states that insufficient knowledge, abilities, and talents lead to inefficiency and low productivity, frequently due to a lack of organisations that provide up-skilling.

Employees go through training programmes to gain technical knowledge, skills, and problem-solving abilities and as well as beneficial to the efficiency and performance of the overall output. According to Mobarak Karim et al., (2019), an organisation cannot accomplish its mission, strategic goals, or level of effectiveness without training and development. Its goal is to improve the performance of those who get training by helping them alter their behaviour. ways to raise worker performance on an individual, team, and organisational level.

Types of Training programmes

Training helps with both skill development and talent rehabilitation. It also allows them to stay up to date with developments in management and technology. As a result, they can respond to competition with greater finesse. Performance management requires managers to have a range of competencies in order for company operations to function effectively. The only way to do this is to train. For this reason, both the organization's and the individual's success depend on the training programme.

The following are some essential training courses that are taught to staff members in various business situations:

- Orientation training: Reducing anxiety by acclimating a new hire to the work environment and covering daily operations. It aids in the employees' understanding of the organization's policies, rules, and code of conduct.
- Technical Training: This type of training covers details on the machine, the manufacturing process, the techniques to be applied, the safety precautions to be taken, etc. The employee gains the self-assurance and practical abilities required to carry out his job through this training.
- High-quality training: This is crucial in a company that prioritises output. Employees that receive this kind of training not only save production costs but also gain the ability to identify substandard items.
- Training in soft skills: Personality traits, social graces, communication, and behaviours that define relationships with others are all included in this training. It might also cover how to build rapport, keep up small conversation, and inspire others.
- Employees receive security guidelines on the handling of chemicals, other hazardous items, and other potentially harmful devices during this safety training. Reduce the amount of mishaps brought on by operating machinery or other equipment.
- Managerial training: This type of training serves to uphold the organization's basic values and boost production. It can be conducted internally, but it can also be conducted externally to teach leadership abilities.

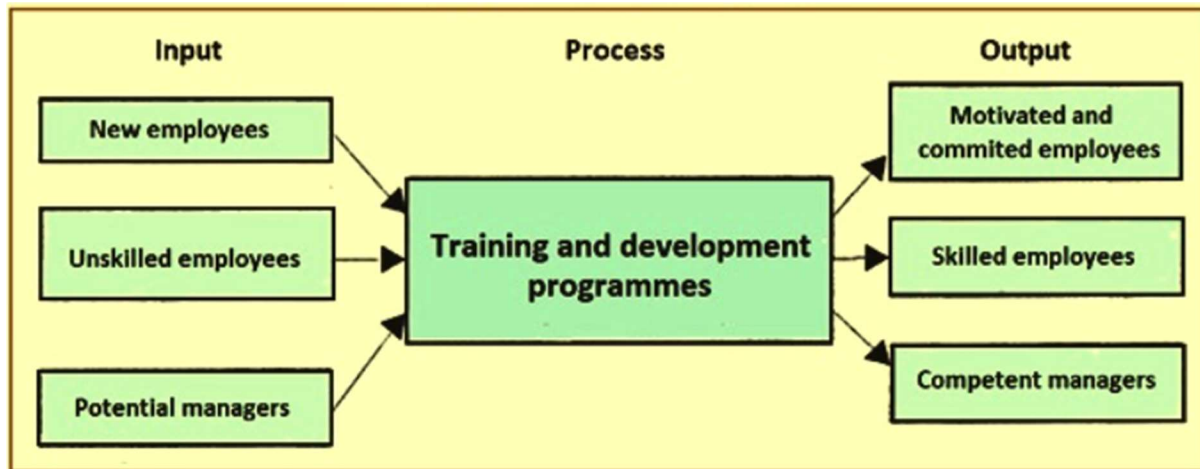
- **Refresher Training:** In order to boost productivity and lessen boredom in their everyday work, supervisors are confronted with new techniques and technology during this training.
- **Apprenticeship training:** This type of training is typically provided to technical staff, craftsmen, engineers and other workers who are expected to work under a superior for a longer duration of time until they become proficient in that specific sector.
- **Internship Training:** These include programmes wherein industry organisations and educational or vocational institutions collaborate to give students hands-on experience. Based on their achievements during their internship programme, the employers may extend pre-placement offers to the trainees.
- **Remedial Training:** With the development of technology, workers may be less receptive to change and may even disrupt the workplace. With this kind of training, they are meant to comprehend the value of change and how essential it is to business operations. Psychologists typically provide this instruction.

Techniques and methods of Training and Development programs

Development and training are two distinct ideas that complement one another. While development focuses on modifying an employee's attitude, behaviour, and characteristics that define their approach to work in order to perform tasks effectively, training involves dealing with the employee's current employment and helps develop the capabilities, skills, and flexibility needed in executing jobs (Chatterjee, S. 2018). Numerous programs and some of which are novel approaches, others of which are advancements on the conventional method—have been made possible by training and development.

In order to ensure organisational success, a variety of strategies and tactics are employed in the development and training of staff members. These are the following: (1) E-Learning; with employees being distant and unable to attend training events in person in the post-pandemic era, e-learning has emerged as one of the most popular methods for employee training. Employees can learn from the convenience of their homes in accordance with their unique learning needs and styles with the help of e-learning. (2) Gamification: A visually exciting environment called gamification produces problem scenarios that are almost realistic and offer a solution. It turns the course's goal into a scenario that resembles a game. It also gives immediate feedback and raises staff engagement. (3) On-the-job training, rotations, transfers, coaching, committee assignments, and mentorship are a few examples of the techniques people receive while working in the same locations. (4) Employee support for one another during the learning process is facilitated by the cooperative peer training approach. Workers produce educational materials for their teammates. They impart information to one another. (5) Off-the-job training includes removing employees from their place of employment to allow them to focus on the training; examples include seminars and conferences, in-basket exercises, business games, case study methods, brainstorming sessions, vestibule schools, conferences, and business reading through, implementing an employee training & development programme. (6) Peers collaborate and support one another's growth whereas

coaching and mentoring concentrate on building specific abilities for the task and performance requirements in the workplace, as well as strengthening mutually beneficial relationships. Changing jobs and transfers aim to educate people about a variety of operations by transferring them from one country or responsibility to another.



Source: www.ispatguru.com

(8) Orientation: The primary goal of orientation is to acquaint and train new hires on the systems, technology, workplace design, lifestyle and culture, advantages, working conditions, procedures, and protocols. (9) Conferences have speakers who cover a range of subjects to an audience, but they might not ensure that everyone has a thorough grasp of the subjects being covered. (10) In order to improve people's ability to make decisions, role-playing involves giving them brief, free of anxiety work scenarios, roles, duties, problems, goals, emotions, and other information. Transformational leaders foster stronger relationships with their subordinates through psychological empowerment, which in turn improves worker performance. It is typically used to improve managerial, sales, employee support, and customer service abilities. (11) Determining work, targets, and skills required for promotion or specific goals helps people manage all aspects of their professional careers through the use of career preparation and goal setting. (12) The method of blended learning blends the most effective elements of traditional in-person instruction with online learning to satisfy the changing requirements of modern learners. By using these different approaches, we bring our talents together and accommodate different learning preferences and styles. Consequently, successful human and organisational outcomes are attained by well-organized training and development courses.

Outcomes of the of Training and Development Programs

- **Skill Development:** Training and development provides an opportunity to enhance the technical and behavioural proficiencies for the organisation. It also supports the personal growth of employees. Gaining more job skills and expertise is advantageous to workers at all levels. It's a well-thought-out concept that actually broadens the definition of intellectual ability and

improves workers' overall personality. Development aims to raise skill levels for upcoming employment. Because of technological advancements, some employment become obsolete when it becomes essential to upgrade machines and equipment in order to fulfil the constantly shifting demands of the market.

- **Behavioural Change:** Any learning effort that successfully completes its training and development goal gives its employees new abilities they may use in the workplace. In order for the company to prosper in the hybrid workspace and close current skill gaps, this influence is the essential component that contributes value. A growing number of jobs will require social, emotional, technical, and normal skills. The need for learning courses is evident from this, and it will only get stronger in this quickly evolving workplace.
- **Productivity:** Organisations place great importance on training and development. It lets the business to adjust to shifts in order to satisfy the needs and desires of its clientele. Furthermore, employee discipline increases with training and development, meaning less monitoring is required. It expedites the onboarding process for new hires, lowers the cost of onboarding, and fosters commitment among workers. Employee development and training programmes offer numerous advantages to employees. The technical and soft skills necessary for their work are taught to them. Enhancing employees' abilities and morale also helps them become more efficient, which enhances operations, lowers waste, and boosts productivity.
- **Management development:** The goal of management development is to raise employees' ability and willingness to perform through gaining knowledge, usually by altering their mindset and expanding their knowledge and skill set. It could involve simulation, role-playing, computer-based learning to expose a current and relevant body of knowledge and real-life situations. This is an attempt to improve employees' performance, either now or in the future.
- **Professional growth:** Through both official and informal training, employees' skills, knowledge, and attitude are improved through training and development. Individuals improve their effective commitment towards an organization after obtaining opportunities such as job promotion and growth ability. It is one of the imperatives of human resource management to improve employees' performance at individual, collegial and organisational levels. Training and development are quick forecaster that influences efficiency and employee productivity. Training and development deal with acquiring knowledge, understanding techniques and being proactive.
- **Organisational development:** Each organisation needs experienced and skilled personnel to carry out the tasks that capable managers must do within the organisation. Without training and development, the organisation cannot achieve its strategic goals, mission and effectiveness. Owing to the quickly evolving technical landscape, it is necessary to actively seek out and retain talent in

the workforce through organised training and development programmes designed to help staff advance within the organisation.

Benefits of Training and development:

Any company seeking to reach a high standard of performance should make strategic investments in the training and development of its workforce. The following are a few of the main advantages of staff training and development programmes:

- 1. Boosting Morale:** Training helps people feel more secure and satisfied in their jobs. A happy worker will boost morale, contribute to the success of the company, and reduce turnover and absenteeism.
- 2. Optimal utilization of resources:** The best possible use of the resources at hand is made possible by training and development, which assists all organisations in concentrating on technological and scientific advancement via research and development.
- 3. Knowledge Society:** The standard of learning, workforce development, research, and policies promoting innovation are the primary drivers of growth in the knowledge society.
- 4. Maintaining economic growth:** With more and better jobs and stronger social cohesiveness, India's knowledge-based economy is becoming one of the most dynamic and competitive in the world.
- 5. Decreased micromanagement:** Employees who feel competent to complete a task tend to need less supervision and operate more freely.
- 6. Develop future leaders:** In order for an organisation to develop and change throughout time, it needs a steady supply of creative, well-trained, and future leaders.
- 7. Improved engagement and retention:** Employees with training feel more confident in their skills, which boosts job happiness, lowers absenteeism, and increases overall employee retention.
- 8. Draw in top talent:** Companies that offer a clear career path built on ongoing training and development tend to draw in top talent.
- 9. Enhanced consistency:** Tasks are carried out consistently thanks to well-planned training, which produces strict quality assurance that users can rely on. Teamwork and collaboration are fostered via training and development.
- 10. Bolstered safety:** Ongoing education and training makes sure workers have the know-how to complete tasks safely. The workforce maintains a positive work pipeline, supportive culture and enthusiastically ready for completion of task.
- 11. Equality and inclusive growth:** The training helps to increase the social equality of men and women. Given the numerous obstacles that women must overcome in order to pursue the objective of equal opportunity as well as treatment in the workplace, training based on skills can be a very useful instrument. Acquiring fresh, cutting-edge, and more advanced skills can support the entry of more women into the workforce and assist reduce gender gaps in the workforce.
- 12. A greater standard of living:** Higher levels of instruction and knowledge acquisition provides skilled and productive workers with higher-quality goods and services more efficiently, which lays the groundwork for both quicker economic growth and rising living standards.

Challenges for Training and Development:

While training workers offers many advantages, it also presents significant difficulties that may prevent programmes from being effectively implemented.

They are: (i) the organisation must manage its budget since training is an expensive process that takes a significant amount of money; (ii) regular work may be disrupted or delayed due to employee time spent receiving training; and (iii) occasionally subpar training may lead to subpar work. Training programmes are not well-received by employees (iv), and there is an insufficient return on investment (v). Additionally, learning styles, independence, and the ability to generate new ideas may be inhibited.

Factors Impacting Employee Performance through Training and Development

Employee performance is defined as the outcome or contribution made by the employees to attain the goals, while the organizational performance can be defined as the accomplishment of the organization with respect to the process, results, relevance, and success. The measures of success are focused on productivity, efficiency, effectiveness, quality, and attendance of work. It is the overall achievement of a particular task measured against pre-selected standards of accuracy, cost, and speed; or the strategic approach to enhancing organizational effectiveness by improving the performance of individuals who work in the organization. It is the achievement of specific tasks measured against pre-determined or identified standards of accuracy, completeness, cost, and speed. Employee performance can be manifested in improvement in production, easiness in using the new technology, and high employee motivation. Training is a continuous process to improve the calibre of employees (Mohammed Hassen, 2022), and it investigate the impact of training on employees' performance blooming in the business organizations.

Training and development programs assist employees in motivating and developing their skills and performance. The quality of training and development programs can be affected by different factors. The performance management systems (PMS) need to be improved. Continually evaluating the system is one of the mechanisms to improve. The effectiveness of training can be measured from the following perspectives specifically, training needs assessment, employee perception, and training perception. According to (Bapna, et al., (2013) explained the sort of job being assessed, the assessment's objective, the assessment's object, which includes job success, and the employee's performance. Thus, training and development is one of the most effective tools to enhance the employee performance and to achieve the organizational objectives and goals effectively and efficiently.

Review of Literature

Kishore, S. and Fonceca, (2023), titled on "Impact of training and development on employee performance and productivity". The study was carried out to understand impact of training and development on employee performance and productivity. Training and development is quickly becoming one of the most critical responsibilities with a direct influence on an organizations

success. This study finds that more than half of the respondents had an idea about the expectations, benefits and self-development of training and development. Provide them the equipment, software, and tools they need to do their jobs well and encourage employees to share their thoughts and opinions.

Jesus, Fhrizz S. et al. (2022), titled on "The Benefits of Training and Development Programs for Lending Organization Personnel: Basis for Development of Training Program." Through this study the researcher focuses on the emerging situation and the need for training and development, its implications on individual performance and the achievement of the institutional goal. Employee development and training programs are critical to the global success of firms. Not only do these programs enable employees to develop new abilities, but they also enable businesses to increase employee productivity and improve company cultures. The study utilized a mixed-method approach to assess the benefits of a Training and Development Program for a lending organization personnel. The result shows that most of the respondents strongly agreed the training given equipped me with the knowledge necessary to succeed in my career when it comes to career competencies. Also, the majority of the respondents are highly in favour that they performed better after attending training and development programs relative to their work. Lastly, a training and development plan was crafted by the researchers to help the needs of the employees.

Diamantidis, & Chatzoglou, P. (2019). The purpose of this paper is to examine the interrelations between firm/environment-related factors (training culture, management support, environmental dynamism and organizational climate), job-related factors (job environment, job autonomy, job communication) and employee-related factors (intrinsic motivation, skill flexibility, skill level, proactivity, adaptability, commitment) and their impact on EP.

Sartori et al. (2018) find that the achievement of any business innovation needs appropriate capabilities. More than highly qualified members in the firm may be necessary for creation that seeks to stand up in the rapidly changing environment. Other factors, such as cooperation and coordination among people and training practices that enable the employees to upgrade and strengthen their respective and proficient attributes, are a must so that both the administrators and the working staff will be creative.

Dr. S. Shahul Hameed, J. Rajinikanth, P. Mohanraj (2016), every organization thinks that it should develop its most powerful and skillful workforce in order to fulfill its goals and provide brand satisfaction to customers. This study reveals that banking sector also aims at providing KSA to its employees for their development and growth of the banks. This paper aims to recognize the view of bank employees on training and development programs organized by their banks. All the employees always want to enhance their career-enhancing abilities, which in turn will lead to retention and motivation of employees. In the end the study recommends that well-trained and

skill-full employees will always be a precious asset for the banks and hence enhancing the chances of performing their roles and responsibilities more effectively.

Treven et al, (2015), Several training practices can be used in order to enhance employee job performance, which results in improving the performance of the organization as a whole. Thus, training practices can be the main factor for the success of a firm, which justifies their evaluation through research. Influence of human resource management and training practices on organizational performance has been an important topic of research recently.

Vinesh, (2014), in this research exclaimed that training and development plays a significant role in aiming for the improvement of the performance of the individuals and teams in an organization. The carry out an analysis that the ultimate target of training and development programs is to create learning organization which in turn ensures that each and every employee can improve their task performing ability, gain advantage over competition and develop their own growth. Thus quality performance which results from skilled training and development program, shall increase the development of the organization. Therefore, due to its wide importance, this study revealed training and development programs should be considered important with other factors like education policies, and qualifications which in turn are important for the human resource development.

Kavita Rani, Diksha Garg, (2014), revealed that training and development programs are foreseeable and mandatory in any sector. This study mainly has 2 objectives: firstly, to study the existing condition of training programs in banks, secondly to examine the effectiveness of training programs for the employees in order to fulfilled their roles and responsibilities. The study carried out on the basis of primary data suggests that training and development plays a foreseeable role in the development of the entire corporate sector.

Kulkarni, (2013), conducted a literature-based study on training and development and work life quality. The research suggests that every organization requires to analyse the importance, advantages and role of training programs and its positive effect on enlargement of the organization because training programs enhances the worth of work life by developing an employee friendly environment. According to this paper, the important fields in which individuals are normally trained are: Personality development, individual efficiency enlargement activities, quality development programs, managerial training programs, interpersonal skills, goal achieving programs, time management abilities, workplace communication, safety management, accident prevention programs, regulatory amenities, problem solving techniques and so on.

Jadhav Ajit, (2013), this study recommended that training and development programs are essentially required for meeting the growing requirements of the banking sector. In order to become dynamic and updated sector the banking segment requires both technology and competent

manpower. The researcher finalized that banking segment embarks on training programs for its employees in order to enhance their efficiency, knowledge and competencies to entertain their customers.

Aarti Chahal, (2013), analyses the need of training and development programs in two major banks Punjab National Bank and HDFC. This study reveals that there is a drastic need of analysis-based training programs for the development of the bank and its employees. The output of the study, on the basis of primary data, reveals that training standards in PNB and HDFC bank are below normal and there is a drastic need for improvement in this segment. The opinion of individuals also changes on the basis of designation and gender. As a result, the recommendations for the need analysis of training program should be done so that it can bring a fruitful worth in these two banks.

Significance of the study:

Training is a very helpful tool that can put a worker in a position that means they can perform their duties accurately, efficiently, and diligently. Enhancing an employee's knowledge and abilities to perform a given job and manage particular procedures and activities is called training, and it's usually initiated by managing as a temporary procedure at work. Conversely, development is a process that is ongoing and intended for executives in order to assist them grow their personalities and managerial abilities. In the modern industrial society, training and development represent a topic that is both vital and delicate. In addition, the rapid changes in economic liberalisation and market globalisation that we are seeing cause unpredictability in the business world. "To promote high-quality, demand-driven training programmes, the analysis of training needs is a prerequisite for developing training programmes and courses that are based on needs and competencies." "More automation and technological advancements necessitate that all employees update their skills and knowledge." The requirement for an enhancement of human abilities, skills, and work culture aligns with the latest information technology principles and the successful execution of programmes for training and development.

Objectives of the study:

1. To recognise the positive consequences of worker performance through training initiatives.
2. To investigate the effectiveness of training and development initiatives for a workforce ready for the future.
3. To ascertain whether employees are content with the interpersonal relationships within the organisation.
4. To assess the employee's pragmatism and the impact of training and development programmes on their job performance.
5. To gain insight into how training affects people's creative abilities.
6. To understand how training and development influence knowledge transfer, skill development, and changes in workforce behaviour.

Methodology:

This research is based on secondary data, a specific kind of methodology that calls for the analysis of important facts and data as well as the use of critical thinking skills. Therefore, in order to review "Employee training and development: transformation to a future-ready workforce and their performance outcomes," a systematic literature review was conducted in order to compile the empirical data that met the previously stated appropriateness standards and addressed each of the study's specific objectives. This study suggests that the management of the organisation should offer appropriate training and development programmes to both new and current personnel in order to ensure overall success. Give them the necessary tools, software, and training to enable them to perform their work effectively. Make suggestions and remarks for enhancements on a regular basis. Offer staff opportunities for career advancement, skill acquisition, and work diversification. methodical techniques that are clear, repeatable, and carefully selected to reduce bias, producing more accurate results that may be applied to decision-making.

Suggestions and Recommendations:

The management should consider using the following measures to ensure that employees in their particular organisations effectively use training programmes.

- Prior to undertaking training, the employer must provide all employees with comprehensive information on the training activities and their benefits. There must be complete transparency regarding the upcoming training scheme, its components, and the types of employees who should benefit from it.
- It is necessary to reschedule programme modules in accordance with evolving circumstances. This motivates the staff to perform their hardest during the programme and to not only get ready but also to participate.
- It is suggested that the management has to take the following steps that are necessary for the effective utilization of training programmes by the employees in their respective organizations.
- Ensuring positive interactions among co-workers are transformed into educational opportunities is a constructive method to boost productivity.
- Organisations need to endeavour to guarantee that the training regimen is pragmatic, beneficial, and grounded in the organisational strategy. As a result, the organisation should concentrate on determining which areas have truly resulted in the requirement for training. Training initiatives should be run in accordance with organisational strategy.
- Given that many employees lack job comprehension, it is advised that training be provided in a manner that would increase their understanding e.i, training should be more grounded in reality.

Conclusion:

Every individual has the capacity to be a resource, and they all deserve to be developed into actual resources. One of the most important aspects of managing human resources is training and development since it can enhance performance on an individual, team, and organisational level.

Organisation need competent workers to accomplish their duties more efficiently, and subsequently training is essential to make sure the workforce is composed of people who are both socially and technically suited for their roles. Effective plans should align with the objectives and goals of the company. As businesses attempt to provide their employees with the abilities and know-how needed to successfully traverse challenging digital environments. Every person is a potential resource who deserves to be nurtured and nourished into a real resource. As we come to the end of our study into employee training techniques, the use of developmental activities program is a clear indication that innovative training approaches can create workforces that are capable of being effective, empowered, and flexible workforces that are prepared to prosper in the ever-changing circumstances of both the present and the future.

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