

Significance of Training and Development in creating Innovation and Motivation for improvising work behaviour and accomplishing non routine jobs for employee performance and effectiveness

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Abstract: Scientific approaches in human resources management can be taken into account as one of the major solutions as training activities not only invest in the qualifications and development of employees but also it adds value to the motivation of the employees. Innovation is the buzz word in today's organizational world. If the employees' thoughts, views, efforts and actions are creative and innovative then there exists innovation. Training & development is popular among the several HRM practices which helps employees to keep them updated with the requisite knowledge, skills and attitudes mandatory for innovation. Non-routine cognitive works help employees to be innovative and to understand the significance of being innovative and to learn the skills and values that are prerequisite for innovative behaviour. This study aims to identify the mediating role of demographic variables in the relationship between talent development practices and the employees' performance.

Keywords: *Talent Development, Employee Welfare and Compensation, Training & Development, motivation, performance*

Introduction: Among the various disciplines of management, Human Resource Management (HRM) plays a major role in the effectiveness of any organisation. Human Resource Management is the process which starts with the Recruitment and ends with Employee Retirement. There are many functions which are done by HRM department viz, Recruitment, Selection, Employees Induction, providing orientation, Imparting Training and Development, Performance Appraisal, Management of Compensation and benefits, Employee Motivation, maintaining good Human relations and their trade unions, ensuring employees safety, welfare and health measures in compliance with labour laws. Among the aforesaid functions done by HRM department, providing Training and Development to the Employees is one of the key functions of HRM. Training & Development (T&D) plays a vital role in enhancing employees' performance and increases productivity thereby results in organizational effectiveness. Organizations needs to consider the cost, time and effort involved in T&D activities as an investment rather than cost. In the contemporary scenario organizations would like to showcase themselves in the market, they like to be different and unique from its competitors and to entice the

customers with new products and services as a result the organization will have an advantage over its competitors. Innovation is the concept which makes any organisation to stand apart from the group. Innovation helps employees to upsurge their productivity through creating and implementing innovative processes and differentiates the organization through innovative product and services. Training and development is one of the significant elements which help in making innovation and to create innovative behaviour in the workplace.

Talent development practices have been found to have direct results upon improvement of employee capabilities and productivity (Alfaq, 2011). Talent development is focused towards deriving the best output

from the employees in a manner that provides motivation and work satisfaction. In the case of service - based industries such as hotel and hospitality sector, there is a greater need to invest in human resources as an important business strategy. This industry requires its workforce to be knowledgeable, efficient, flexible, and competent (Hogarh, 2012).

Thus, there is demand for highly talented individuals in this sector, who require proper management for ensuring a successful organizational performance. It is crucial to examine the effectiveness of talent development practices in improving the organizational performance through encouraging employee skill development and work motivation. The existing literature regarding talent development practices has focused on an examination of their impact on quantitative factors of performance such as increase in profits, or return on equity, etc(Khan et al., 2021). However, there is a need to include the qualitative or subjective perspectives of employees, since they form the subjects to these practices and can provide a more informed and comprehensive perspective.

Literature Review: Talent development practices are needed in order to correlate the needs of the employees with the needs of the concerned organization (Salah, 2020). Training has been reckoned as an efficacious tool to sharpen the abilities of the employees and enable them to cooperate and coordinate with their colleagues or management (Venkatesh, 2017). Some widely practiced talent development practices include organization of educative seminars and training workshops, creative a supportive work environment, and developing interpersonal relationships (Tahira et al, 2014). Researchers have provided that talent development practices can be based on encouraging employee performance through both financial and personal incentives. Practices such as rewarding bonus and personal commissions, or regular performance appraisals of employees can act as financial nudges towards higher output, innovative thinking, and better performance among employees (Liang, 2020). Similarly, opportunities for career growth, appreciation and recognition, and workplace promotions are some individual-oriented practices that lead to personal growth and motivation. The following table shows a brief summary of major studies in the field of talent development practices (TDPs) and organizational performance.

Previous researches have shown that there are several direct and indirect benefits to an organization's performance due to the promotion of talent development programs. Among employees, these benefits include better coordination among employees, increased productivity, stronger growth prospects, and long-term sustenance and stability (Niazi, 2011). From the perspective of organizations, the ideal talent development practices lead to increased employee efficiency, increase in revenue and guest satisfaction, low employee absenteeism, and better employee loyalty.

Citation	Relationship
Zareen et al. (2018)	Positive relationship between training and development initiatives and employee empowerment, job commitment and involvement.
Venkatesh (2017)	Positive relationship between job preparedness and job performance, employee retention and reputation of the organization
Younas et al. (2018)	Training and development programs led to better performance of the employees, financial support to the organizational domain and economic success in the long run.
Engetou (2017)	Employees were precisely improved at their job performance with the adoption of training strategies.
Salah (2020)	Training and development programs positively contributed towards the employee productivity and performance.

Sanyal and Hisam (2016)	The training and development programs were found to have strongly effect on the employee performance in the banking sector
Ugbombe et al. (2016)	Training and development programs helped the employees to enhance their job satisfaction and workplace retention leading to lessen the job attrition.
Khan et al. (2021)	Positive impact of training and development on the job satisfaction and work performance of the employees.
Joshi (2015)	Talent development programs had been fruitful to enhance their work performance and work satisfaction.
Hau and Omar (2015)	The researchers highlighted the positive impact of training programs on the organizational performance of the employees in terms of internal functioning, financial outcomes, customer satisfaction and overall performance of employees.
Asfaw et al. (2015)	Training and development programs had been positively and significantly related to enhanced effectiveness, ability, competency, skills and performance of the employees.
Habib and Zahra (2015)	Training and development programs were found productive and positively correlated to prepare the employees for future challenges, enhanced their productivity, effectiveness and led to improved performance.
Mangusho et al. (2015)	Adoption of suitable training development programs undertaken by the company had a positive impact on employee motivation and retention, which significantly affect their job performance and satisfaction in the long run.
Kum et al. (2014)	Training and development programs have a significant impact on the organizational stability and employee's performance
Sohail et al. (2014)	The research revealed the positive and significant consequences of employee training and development programs on the work performance of the employees in the banking sector.
Tahir et al. (2014)	The study revealed the positive impact of training and development programs conducted by the banks on the performance and productivity of the bank employees.
Anike and Ekwe (2014)	Positive relationship between training and development and employee productivity, job performance, organizational effectiveness and capital advantage.
Vinesh (2014)	Training programs positively influences the performance of the employees when applied in the organizational framework with effectiveness.
Ukanda and Ukpere (2013)	The study revealed the lack of training initiatives on the part of employers to enhance the work capabilities of the employees.
Nda and Fard (2013)	Study revealed the imperative influence of training programs to stimulate the employees and goad the enthusiastic zeal among them to work efficiently and effectively.
Nassazi (2013)	The results indicated that the training had a positive and significant impact on the performance of the employees.
Ameeq and Hanif (2013)	Training programs actually helped in enhancing their actual performance in the workplace
Gamage and Imbulana (2013)	The study revealed that training and development programs played a vital role in enhancing the employee productivity and performance reducing their absenteeism and attrition while working in the call center.
Manoj (2013)	The study also revealed the positive impact of training programs on employee satisfaction, increase in their work efficacy, reduction in employee turnover and enhanced performance of employees.

Hogarh (2012)	The training programs have been found fruitful in enhancing the abilities, skills and knowledge of the employees to give better work performance.
Alfaq et al., (2011)	The study revealed that the employees who had passed more time in getting different types of training, showed better job performance by acquiring higher level skills.
Plangpramool (2011)	The study depicted the training and development initiatives play a significant role in enhancing the skills and capabilities of the employees.
Afaq and Thukiman et al. (2011)	The study revealed that the employees who had undergone the training programs depict positive outcomes, enhanced productive, long term retention and the work performance in the organization.
Saleem et al. (2011)	Positive relation between training & development and work performance, employee satisfaction and employee efficiency.
Khan et al (2021)	The research revealed that training and development, training delivery, on the job training technique and delivery style were found to have positive and significant impact on the organizational performance.
Niazi (2011)	The study revealed that training and development strategies had been found important to influence the organizational performance.
Chand and Amardar (2010)	It was found that the talent development practices significantly influence the human resource development in the hotel industry.
Laing (2020)	Majority of the employees agreed that the training and development programs had been effective tools for their career growth, organizational as well as personal success.

Training and Development: Every task which is done by people needs skills and up-to-date know-how to perform the task effectively and efficiently. When the tasks and jobs become more complex and complicated there is a need for training and development. Organizations need to provide T&D to the employees in order to survive. Training is a process which helps in developing the Knowledge and the Skill set of the employees in order to advance and alter their performance in the workplace. Training provides the awareness on the basic Information required to do a particular job, Knowledge to improve the performance on the job and Skills to demonstrate the abilities of the employee. Training is considered to be effective only when it addresses the knowledge/skill gap, prepares the employees for the future with new set of skills.

Steps to build up Effective Training Programs: A firm increases its effectiveness and its performance with the firm's skilled workforce. So, companies focus and invest on effective T&D programs for organizational effectiveness (M Mayfield 2011). The money spent on T&D activities is considered as investment only when T&D fulfills the purpose -improved performance of the workforce- which it was intended (ML Hall, S Nania, 1997). In order training programs to be effective, T&D should be designed and developed effectively. Managers struggle in designing such effective programs. The effectiveness of T&D depends on designing and delivery of the training activities effectively and also on the methods of T&D (RAG Khan et,al, 2011). Trainings to be effective first T&D department has to know why training is needed what kind of training and how it should be delivered to the audience. Only then the trainings can be effective. The first step to make the training program so effective is to identify and analyse the need of the training i.e., training need assessment (TNA). The need can be arising at three levels:

a) at organization level, based on the strategic planning, needs of the business and goals and objectives of the organization,

b) at the individual level, based on the performance level of the employee, the necessary skills and up gradation of knowledge,

c) at the operational level, the work or the task that is going to be assigned to the employees.

The need can be identified through the performance appraisal, knowledge gaps, employee development needs, requirements of the manager and the business. Any training program which is readymade cannot be used for all types of employee or organizational needs. It should be offered based on the needs (A Priya & N Panchanatham, 2011). Training is the important ingredient for the employee productivity and competence. One of the main responsibilities of an organization is to determine the real need for the training (can the problem be addressed through training or not). Assessment of training need is the essential and initial step in the process of conducting and providing the appropriate training programs. The methods to analyze or assess the need of the training in an organisation are: Performance appraisal, Business Goal/Needs, Self-Assessment and personal regards, Questionnaires survey, Competency matrix, Client / Customer Satisfaction Index, Client / Project requirement, Employee Rate and Gap Analysis, Personal Interviews, Direct Observation, Peer Feedback, Work Sample, Floor work, Dash Board and error chart, 360 degree Appraisal feedback, Knowledge and skill required by the team (N Singh, RC Dangwal, 2017). TNA has many benefits to the organization:

- a) Identifies and addresses the acute need for the training,
- b) Helps employees to better understand their job role and duties and responsibilities,
- c) Acts as a tool for employee or management development
- d) Creates conducive learning climate (H Pennington, 2011).

The good the training need assessment the great the training program. The training efforts go in vain when the needs assessment is done vainly. TNA leads to develop accurate training program which ultimately leads to improved performance. Enterprises that consider training as a strategy for competitive advantage don't think that distance learning method as an effective method to provide training but effective only when it integrates with other on-the-job training methods (Smith, Peter J, 2002). G Kaupins (1997) concluded based on research survey on different training delivery methods like live cases, internship, and self-study programs, videoconferencing, video tapes, computer conferencing, one-to-one instructions etc., When the training is conducted with suitable methods then the T&D programs will be effective and employee performance improvement can be attainable. The effectiveness of the training can be measured based upon some of the elements like objective, cost, time, location, frequency of the training, competencies of the Trainer, suitable mode and methods of the training program, its content and delivery style (A Sal, M Raja 2016). The demand and the requirements cause the changes in formal and informal training. The changing involves change in the technology and production process, knowledge and information leads to the necessity of trainings in organization and employees' intention and motivation towards learning, (RR Ferreira, G Abbad, 2013). As Steve Jobs quotes that design is not how it looks but how it works. Designing a training program should focus on how it works in creating knowledge and ability among the employees. Making the program effectively it requires the training materials and the content of the course. The criteria for establishing the training content and material are: organizational performance problem for which training is the solution, specification of organizational goals, work processes, and current performance levels, details of the knowledge and the expertise required from the SMEs, learning objectives and learning outcomes, strategy and the curriculum of the training (RL Dobbs, 2006). Training materials include Flip charts and markers, Handouts for trainees, Job aids, Placards, PowerPoint Slides, Script for trainers, White board and markers (G Welty, 2008). When a design is established then it goes for execution to know whether it works out in the desired way or not. The execution is the stage where the training materials and the assessment materials are introduced, it is of two types: Pilot implementation and Final implementation which is followed by formative and summative evaluation respectively (G Welty, 2008). When the content is tested completely then it is made available to

the learners (Eoghan Quigley, 2019). When the design is executed for testing then it should be controlled and evaluated to know the deviations and to take the corrective actions.

Training Significance: Training also has an effect on the attitudes of employees which in turn makes them to perform well with proficiency. T&D activities help in managing the conflicts between employer and employee; between employee and employee. With the effective training, application (transfer) of the acquired technical and behavioural skills enhances job performance which leads to employee job satisfaction and organizational involvement, (Debra L. Truitt, 2011). Developing only KSAs may not make the employee committed towards his/her work. T&D has to create Innovative Behaviours in the employees (AA Ramli et.al, 2018). The research studies are apparent that training and development elicits various attributes of employees viz. Innovative work behaviour, affective commitment, work proficiency, managing conflicts which ultimately leads to employees' improved performance and productivity.

Training and Career Development: Training means social, physical and mental development of individuals; whereas development is to make the knowledge and skills of the individuals to be more effective. Training and development are actions to improve their existing and future performances by increasing their ability to perform efficiently. Career, as a word, has different meanings. In literature, it's written as moving forward on a chosen business path, making more money with the progress, taking on more responsibility. In this process of progress, the development of knowledge, experience, mastery and education is achieved. Hence, it can be described that the career as a reflection of the sensitivity of a person in his/her life. In this point, changing attitudes and behaviours due to experience is closely related to training. The companies increase the knowledge and skills of the employees in order to reach organizational objectives by means of training.

Conclusion: It is evident that Training & Development plays a vital role in improving the performance of the employees through inculcating the innovative work behaviours which helps in accomplishing non-routine cognitive jobs effectively and innovatively.

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