

Study on Employee Skill Upgradation and Growth: A Conceptual Structure

Muddagangaiah KC¹ and Dr. Naresh Kumar Gupta²

Research Scholar, Department of Commerce and Management¹

Research Guide, Department of Commerce and Management²

Sunrise University, Alwar, Rajasthan, India

Abstract: *One of the main goals of this study is to determine how effective training and development methods are. While growth is concentrated on upcoming duties and obligations, training is concentrated on the organization's current operations. One of the most crucial HRM tools for raising an organization's production and competency levels is training and development. Because employees tend to become absolutes, it is imperative that employers adjust to the ever-evolving organizational, technological, and social dynamics by updating and learning new skills and knowledge on a continual basis. Thus, it is essential for firms to handle training and development programs well in order to get the most out of their investment. Therefore, the productivity of an organization's workforce depends on employee training and development.*

Keywords: Training Programs, Career Development, Organizational Learning.

I. INTRODUCTION

Human resource management (HRM) is the study of managing human resources inside enterprises, with a focus on protocols and rules. It is a sensible and calculated method of managing staff members inside a business or organization in a way that maximizes their productivity and helps the enterprise gain a competitive advantage. An organization uses the concepts and practices of human resource management (HRM) to pay, develop, train, and retain its staff. It also extends to non-commercial establishments such as lodging, dining establishments, medical centers, and educational institutions. Undoubtedly, HRM has a wide range of applications. HRM encompasses all of an employee's actions from the time of hire till their exit from the organization. Payroll, Performance Management, Training and Development, Retention, and Industrial Relations are just a few of the areas that HRM covers. Among all of these important categories, one of the most important is training and development.

Employee development is defined as anything that helps with the learning of new knowledge or the improvement of already acquired skills. Sometimes, training is referred to as upskilling. Training is one specialized and widely used approach to staff development. Development is the process of acquiring knowledge, skills, or attitudes that prepare people for new tasks or responsibilities. If they have access to opportunities for training and development, employees are more likely to stay with their employers for a longer period of time. In the 2018 Workplace Learning Report from LinkedIn, 93% of employees stated that they would stick with a company longer if it invested in career-related initiatives. Furthermore, their 2021 Workplace Learning Report found that companies with great internal mobility retain people for twice as long.

II. REVIEW OF LITERATURE

Diamantidis, Anastasios D; Chatzoglou, Prodromos D (2012), examined the outcomes of training programs in organizations where employee development was given top emphasis. It demonstrates that the design of the training program is its most crucial element and that it has a big impact on how well employees perform at work.

Giasuddin Bellary, Pulidindi Venugopal & Ganesan (2014), underlined that training results are what determine whether the program is successful. It was noted that while many corporations offer training, not enough research has been done in this field.

Goldstein & Ford, 2002, Organizations can grow and enhance the quality of both new and current employees through structured training programs. Its methodical approach to learning and growth enhances the individual, group, and organizational.

Ekaterini & Constantinos Vasilios, (2009), Training is a process and one of the most common ways to increase employee productivity and inform staff members of corporate goals.

Beryl Badger, Eugene Salder – Smith, Edwin Michie (1997), surveyed people about their perceptions of the value and effectiveness of outdoor training programs. It was clear that while the companies endorsed this kind of training and their own beliefs, it was still unclear how effective it was.

Winfred Arthur Jr. Pamela S. Edens and Suzanne T.Bell, (2003), identified, based on relevant literature, a number of design and assessment methodologies related to training efficacy. This review concentrated on assessment techniques, implementing a training program according to needs, assessment, and task and training delivery mode similarities.

Joseph Paul Pulichino(2007), based on an earlier examination of the literature, carried out a thorough investigation into four levels of training evaluation methods. It is carried out to help training professionals comprehend how to use and reap the rewards of training programs at all levels.

K. Skylar Powell and Serkan Yalcin (2009), According to this analysis, there hasn't been much improvement in the effectiveness of the training program, and the study also recommended that in order for people to learn in the job, they must overcome obstacles.

III. RESEARCH METHODOLOGY

The paper's research methodology includes theoretical modeling, generalization, and a methodical, comparative examination of the scientific literature.

IV. OBJECTIVES OF THE STUDY

1. To prepare both new and seasoned workers for the constantly evolving demands of the business and the workplace.
2. To improve workers' chances of being promoted to higher jobs.
3. To help new hires acquire the foundational knowledge and skills needed to complete a task successfully.
4. To ensure the required caliber of output at a reasonable price.

V. IMPORTANCE OF TRAINING AND DEVELOPMENT

To survive and achieve shared objectives, an organization and an individual must grow and change at the same time. Thus, human resource development is a necessary component of organizational development for any modern management. Training and development for employees is a crucial component of HRM. Employee development and progress are facilitated through training, which enhances, modifies, and shapes an employee's knowledge, skill, behavior, aptitude, and attitude toward the demands of the job and company.

VI. TRAINING PROCESS

Training is a methodical intervention process intended to improve workers' current skills, knowledge, attitudes, and output in order to boost output. The evaluation, defining the training aim, planning the program, putting it into action, assessing the program, and following up are the five primary steps or procedures of the training process.

Needs Assessment: The first step in the training process is determining whether employee training is required. There are three levels of analysis that can be evaluated: task, person, and organizational.

The process of identifying the concerns or challenges that an organization is dealing with, along with their particular position within it (an internal and external environment), is known as organizational analysis. Task or Operational Analysis: This technique establishes the behavior and skill requirements that employees need to meet in order to complete a given task, together with the performance standards that must be fulfilled. Person Examining: It focuses on the employee who must do the task. It assesses whether or not an employee is performing at a high enough level.

- **Defining Objective:** The training target needs to be made clear in relation to the areas found in the different analyses. It also needs to be demanding, exact, reachable, and easy to comprehend. Thus, the training initiatives' base is built upon the goals and objectives of the training.
- **Designing a training program:** This step requires the analysis of a few elements that must be taken into account while creating a training program, such as: who are the trainees? Identify the trainers. What training techniques are used? and so forth. Additionally, the all-inclusive action plan that incorporates instructional analysis, materials, content, and other training components along with learning theories.
- **Implementing training program:** The training curriculum is brought to life during its implementation phase. The company has to decide if it will handle internal or external training coordination. In this step, planned plans and programs are implemented to accomplish the desired outcomes, and staff members undergo training to enhance their performance in carrying out organizational activities.
- **Evaluation and follow up:** It is during the implementation phase that the training curriculum comes to life. The organization needs to determine if it will coordinate training internally or outside. In this step, staff employees receive training to improve their performance in carrying out organizational tasks, and prepared plans and programs are implemented to achieve the intended goals.

Methods of Training and Development

It gets workers ready for the roles they need to play in the workplace. Both are crucial for both staff retention and on boarding. There are various approaches to employee development and training.

On the Job training methods: With this method, the individual receives training in the skills needed for a regular work and is assigned to that position. The student learns under the guidance and supervision of a competent staff member or teacher. One advantage is that it offers expertise in real-world job contexts and personal information. Employee learns while working.

An on-the-job training method includes job rotation, coaching, job instruction or training through step-by-step and committee assignments.

- **Job rotation:** The goal of job rotation as a management approach is to provide employees with exposure to all organizational verticals by regularly alternating them between two or more tasks or positions. It gives someone the chance to follow their own passions and become knowledgeable in a variety of fields or pursuits.
- **Coaching:** Coaching is a training method used in the workplace where competent and experienced individuals provide guidance and direction to employees to improve their performance, skills, and future opportunities.
- **Job instruction:** Another name for this approach is "training through step by step." Using this approach, the trainer gives the learner instructions on how to perform the work, imparts job knowledge and abilities, and then lets him go. The trainer watches the student's performance, gives comments, gives information, and corrects the student.
- **Committee assignments:** An issue that needs to be resolved at work through productive discussion is given to a group of employees. It's also a means of teaching employees how to work better in a team.

VII. CONCLUSION

Training and development eventually boosts company efficiency as well as employee productivity. It has been said accurately that employee development is the key to an organization's long-term, sustainable growth. Workers who can quickly adapt to a continually shifting global market are critical to an organization's success. Businesses must continually spend in the training and development of their employees if they want to prosper and keep them on staff. In the twenty-first century, the businesses that can adapt to changes and pick up new knowledge quicker than their competitors will stand to gain. Employee initiative and output quality are enhanced through training, which makes them more committed to achieving the goals and objectives of the business and, in turn, boosts their effectiveness there. Nevertheless, management of firms should place a high priority on staff training and development in order to optimize workforce potential and increase organizational efficiency.

REFERENCES

- [1]. <https://www.papertyari.com/general-awareness/management/training-development/>
- [2]. <https://economictimes.indiatimes.com/small-biz/startups/newsbuzz/amazon-india-launches-skill-development-programme/articleshow/76959777.cms?from=mdr>
- [3]. <https://content.timesjobs.com/5-Indian-IT-companies-that-will-help-you-grow-your-career-JobBuzz-report/Wipro-Technologies-Ltd/slideshow/61067499.cms>
- [4]. https://www.researchgate.net/publication/260219097_THE_IMPACT_OF_EMPLOYEE_TRAINING_AND_DEVELOPMENT_ON_EMPLOYEE_PRODUCTIVITY