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LITERATURE REVIEW ON TRAINING AND DEVELOPMENT IN WORK SETTING

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LITERATURE REVIEW ON TRAINING AND DEVELOPMENT IN WORK SETTING

Abstract

This study reviews the existing literature in training and development, which considered as essential practices in Human Resource Management (HRM); moreover, they constitute a necessary investment and a significant component of the organizations' budgets. Training and development help organizations to accomplish competitive advantage, they are a must to go along with innovation and global issues, and most importantly, they work constantly as the organization is performing. This literature review focuses on the current knowledge about the determining factor and the importance of training and development in HR management in specific and in organizations in general. Furthermore, this paper aims to review the literature about existing knowledge and relevant theories about training and development and their relationship with competitive advantages, innovation, and organizations' performance. It will add to the existing literature since it is a review based on evidence from previous literature reviews and studies related to this topic and suggests further future studies.

Keywords

Training, development, work settings, competitive advantage, innovation

1. INTRODUCTION

Human resources are every organization's backbone and central resource (Khan et al., 2011). HR Management is responsible for all aspects of how businesses recruit and manage employees and managers. Previous studies find that HR is a beneficial resource whose abilities and skills promote the development of products and services (Kelly, 2001). According to Armstrong (2016), HRM fosters employee selection, development, and convenience in organizations integrative and coherently. Furthermore, the objective of HR management is to optimize the firm's HR payoffs while reducing potential material losses. Moreover, HR managers are accountable for managing tasks and processes efficiently, lawfully, fairly, and consistently (Huselid, 1995).

From their side, Boxall and Purcell (2016) find that human resource management (HRM) develops employees to achieve their required performance level. (Riaracháin & O'riordan, 2017). HR practices are essential power that influences and directs human resources and the engagement of the staff (MacDuffie, 1995; Wright et al., 1998).

Training is a quick response to increased job performance, while development is an extensive course to improve managerial performance. HRM training intends to boost the needed competencies, while development aims to strengthen the overall character of the employees. Managers proceed with the training procedure to cover employees' skills shortage, whereas they conduct the development procedure with a potential succession plan in mind. Training and development activities are highly needed to train newcomers to the organizations, but at the same time, they must follow the latest trends and innovations. Moreover, they enable companies to fit, compete, take the initiative, invent, manufacture, provide better services, and achieve their goals (Salas et al., 2012).

Organizations invest billions of dollars annually in Training (Salas et al., 2012), allowing their staff to perform the firm's-specific work processes and procedures, leading to organizations accomplishing competitive advantages. At the heart of organizational learning is developing and propagating tacit knowledge throughout the organization (Miller, 1996; Senge, 2006). The company collects the charges from the skills specific to it while allowing employees to grow and develop (Barney & Wright, 1998).

Pfeffer (1995) focuses on the importance of HR functions and habits, and this is because the ability of a company's workforce to provide competitiveness is becoming more and more noticeable to businesses. As a result, carefully considering the methods that effectively use these resources is necessary to develop a competitive edge through people. (Wright, Gardner, et al., 2003).

In addition to competitive advantage, organizational training and development constitute the keys to HR practices that affect organizational learning and innovation (Sung & Choi, 2013). Researchers and practitioners recognized people as the optimum foundations of inspiration and innovation (Amabile, 1996). Consequently, appropriate training and development of competent and active employees are essential for creativity (Collins & Smith, 2006).

Furthermore, several studies demonstrate that companies glowing at innovation have considerable investments in training and development programs. These programs boost employees' accommodation and adaptation abilities by enhancing innovation and resolving issues. Moreover, modernization scholars stressed the necessity of training and development and exploring new learning at different levels, such as detecting problems, generating ideas, promoting concepts, and implementing (Nonaka & Takeuchi, 1996; Shalley et al., 2004). The learning activities are correlative processes that add, share, absorb and employ knowledge to augment organizational innovation (Hatch & Dyer, 2004).

As one can notice, training and development is a significant ongoing investment, process, and mission for organizations. With training and development, organizations can achieve a competitive advantage, go along with innovation and global issues, and, most importantly, work constantly as the organization performs (Miller, 1996; Senge, 2006). This literature review focuses on the importance of training and development and their relationship with competitive advantages, innovation, and organizational performance and suggests future studies.

The rest of this literature review will be as follows: the following section contains the literature review about training and development, their relationship with a competitive advantage,

and their relationship with innovation and organizations' performance, then the last section will conclude and suggest further future studies.

2. LITERATURE REVIEW

2.1 Training and Development

The firm's HR practices will immediately influence the employees' skills which will add to the organization. Furthermore, they will foster employees' development to get involved and committed to the business (MacDuffie, 1995; Wright et al., 1998). Training and development are necessary for any firm, and they are an organizational subsystem derived from two independent yet interrelated words that work together to increase the individual's global productivity (Salas et al., 2012).

Previous studies find that the most popular term for "training and development" is "lifelong learning." It takes into account how individuals continue learning (Field, 2008), develop competencies (Shandler, 2000), add value, are intelligent and experienced (Jarvis, 2012), fit, adjust to changes (Nolfi & Parisi, 1996), improve as they grow, and, in sum, accommodate with the stream (Sartori et al., 2018).

According to Kadiresan et al. (2015), "development is setting up and making employees ready for potential vacancies and issues." Moreover, when organizations communicate with employees about their skills gap, they decide whom to train, which areas they need training, and when to do it; only training can be introduced appropriately (Kum et al., 2014). Hence, training becomes a joint action between an expert and an employee leading to the efficient transfer of information, know-how, skills, and attitudes, consequently allowing an efficient output from the employee on the job. Training activities are focused on and evaluated against an individual's recent work (Lerner, 2018).

As a result, Training and development programs will convince the employees that their managers care, and they will be pleased, reassured, and committed to further enhancing organizations in achieving organizational goals and objectives. They will be able to develop and succeed in varying environments, technology, and fierce rivalry (Khan et al., 2016).

2.2 Relationship Between Training and Development with Competitive Advantage

One scholar states that development and growth are usually the objectives and goals of organizations (Goldberg, J., 2018). During a constantly changing environment, organizations realize that they must adopt a new strategy to empower their competitive advantage to survive. Thus they focus on their employee's performance as a significant resource to improve competitiveness (Diamantidis & Chatzoglou, 2019).

Porter (1980) defines 'competitive advantage' as the capacity to perform better than rivals in the same sector or market due to resources and personal qualities (Chaharbaghi & Lynch, 1999). Moreover, studying competitiveness draws researchers' attention due to current concerns regarding organizations' higher performance levels in today's competitive market. A firm achieves a competitive advantage when applying a benefit-maximizing approach not implemented concurrently by existing or future rivals (Clulow et al., 2003).

Much of the research supports the idea that businesses that use effective human resource methods, those with the proper recruitment process, training and development program, good benefits, etc., will be more competitive over rivals. (Byrnes & Cascio, 1984; Steffy & Maurer, 1988; Barney & Wright, 1998).

In addition to their competitive position, organizations will benefit from training and development at different levels. They will react effectively to changes and the latest unpredictable external factors in the industry (Beaver & Hutchings, 2005)

2.3 Relationship Between Training and Development with Innovation

Development and growth are usually the objectives and goals of organizations (Goldberg, 2014). In all the organization theories, from the classical view that values work to the human relations theory that values human resources in organizations, the critical factor in any organization is the human element; humans make the job done, and the organizations' goals and objective met (Önday, 2016).

Furthermore, innovation is fundamental for business achievement in the market because innovative companies are more open and compliant to new situations and variations (NARANJO-VALENCIA et al., 2018). Academics and experts try to identify innovation-influencing factors. Previous research found that human resource (HR) methods improve innovation, emphasizing the position of training (Laursen, 2002; Laursen & Foss, 2003).

Researchers found that training and development will enhance learning and understanding of management processes by exposing them to extensive viewpoints, talents, experience, and insights that will enable them to increase their reservoir of new and valuable innovative ideas (Muñoz Castellanos & Salinero Martín, 2011).

Training and development can push innovation in different forms. By initiating innovative technologies in the learning area, firms will enhance the employees' learning experience while getting acquainted with new technologies. However, previous studies find that organizational innovation will not occur when the environment does not foster innovation (Sung & Choi, 2013). Furthermore, these practices will stimulate innovation only when a firm nurtures a job environment that promotes innovation. Hence, the interaction between an innovative environment and learning processes is elementary for creative performance in the firm (Bowen & Ostroff, 2004).

Firms nowadays are broadly leaning toward Information Technology (IT) systems for their training programs. Since fast-moving technologies are dragging firms toward them, their survival has relied on the up-to-date IT knowledge of their employees. Employees need to be trained for a new task to handle the new job quickly. Employees' knowledge, ability, and up-to-the-job-level skills remain the organization's responsibility. Moreover, when employees need essential skills and expertise, organizations should train them at the right time without delay.

Subsequently, companies must ensure that the staff can acquire knowledge or skill every time they ask for it (Garger 1999). Thus, training sessions must assist staff in prioritizing their working capabilities over enhancing their performance (Gerbman 2000). When repetitive thinking prevails, organizations shall train their employees to develop their unique thinking skills (Gerbman 2000).

Moreover, research shows that training courses that can develop cooperative and collective learning must consider the individual and psychological facts that can facilitate or obstruct it. Researchers find that training methods promote creativity, encourage a learning environment (Jerez Gómez et al., 2004; Shipton et al., 2005; Cortini et al., 2016), and nurture discovery (Shipton et al., 2006; Beugelsdijk, 2008). However, as expected, the study demonstrates that workers' ability to manage group learning processes, interact with one another, and collaborate is necessary for the development of communication and coordination for new products and services (Larsson et al., 1998; Ceschi et al., 2014; Manuti et al., 2017; Sartori et al., 2018). In addition, Sartori & Scalco (2014) find that such actions need training since one cannot expect individuals to control and direct them internally (Sartori & Scalco, 2014).

From their side, 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.

The study by Sung & Choi (2013) shows that firms investing in training considerably increase innovation. Moreover, Gonzalez et al. (2015) show that research & development (R&D) and staff training substantially raise the chance that innovation will occur. From their side, Sung & Choi (2013) emphasize that an organization's training and development investment will develop a continuous learning environment that will enhance sharing of information and opinion. Successively, this will promote the generation of knowledge and innovation.

In addition, Learning Pursuit in the organization, defined by training and development, empowers workers, employees, and managers' skills in constant improvement (Sartori et al., 2018). Hence, their competencies are the personal qualities of shining and influential people in a challenging environment. Valuable goods and services, cherished and paid for by an

organization's customers, are created by the ideas or inventions of competent people (Sartori et al., 2018).

Collaboration between development, training, and innovation mitigates unexpected and challenging situations threatening a company's existence and progress. (Sartori et al., 2018).

2.4 Relationship Between Training and Development with Organizations Performance

The organization will be the ultimate beneficiary knowing that the training and development are being directly invested in the staff (Abdul Ghafoor Khan et al., 2011); moreover, human resources as an asset contribute to the firm performance and growth. Hence, to increase both firm and staff performance, training and development are implemented to improve staff performance (Ahmad & ud Din, 2009)

At a global level, different organizations provide training and development programs to their employees to improve their skills and abilities. These programs will help employees match their talents with the new requirements of their occupation and guarantee the firm's development and progress (O'Herron & Simonsen, 1995). It is easier for employees to accomplish properly in the workplace with prior training (Garavan, 1997), and the performance of trained employees exceeds that of untrained (Partlow, 1996). So, organizations must train their employees to achieve their overall goals better (Flynn et al., 1995).

The repayment of training and development exceeds the high financial training cost since training contributes to higher performance at the global organizational level. Hence, organizations shall always keep their employees at a high competence level to preserve their peer's competitive edge (Khan et al., 2011). Moreover, training and development will improve staff performance, improving firm performance. Training is vital to enhance employees' capabilities, and training also affects the return on invested capital. Thus, training is given to the firm's staff to improve the firm's and its staff's performance (Abdul Ghafoor Khan et al., 2011).

Scholars state that managerial competencies and adequate decision-making rely heavily on proper training. It is also a key component in leadership development, constituting a principal factor in an organization's success (Collins & Holton, 2004). Training plans are the management instruments to enable employees to improve their convenience and well-being at work (Hidayat, 2018).

Furthermore, exceptional methods embedded in a planned learning module must reflect an organization's culture and shift from single-task handling to understanding professional competence, innovation, and emergent situation-solving (Meister, 1998). Employee development programs include a variety of teaching techniques, schedules, and helping learning environments that ensure employees improve their skills and later apply them to their jobs to improve organizations' performance (Gerbman, 2000). Employee development programs are essential to maintain financial stability and market competitiveness. Although costly, employee training expenditures keep an organization's place in the industry (Fenn, 1999).

The research defines training and development as the main contributing factors to business efficiencies and effectiveness (Schuler & MacMillan 1984). The increase in Employees and corporate competitiveness compensate for the high expenditure on training and development programs (Bartel, 2000). Moreover, earlier study finds a relationship between training and development with the competencies and efficacy of the firm (Blundell et al., 2005).

3. CONCLUSION

An excellent training and development program must combine knowledge, occupation development, and objectives, promoting the staff and the firm (Jehanzeb & Bashir, 2013). Training and development are valuable tools that help people maximize performance and become more effective, productive, satisfied, motivated, and innovative at work (Elnaga & Imran, 2013).

In the 21st century, training and development will be the most challenging task for HR managers (Stavrou et al., 2004). Employees must actively participate in training programs, and there should be a link between employees and the organization (McConnell, 2004). Training is the most crucial determinant in the business environment since training improves the efficiency and effectiveness of both the organizations and their employees (Abdul Ghafoor Khan et al., 2011). Furthermore, by boosting job performance and staff commitment, training and development plans encourage innovation and enhance the business's competitive advantage and performance.

Future research should shift toward the growing need for training and development. Researchers have conducted studies related to training and development, such as the meaning and the principles of training and development, management and implementation of training and development, the effectiveness of training and development, and the benefits and the importance of training and development and their effects on competitive advantage, organizations' innovation, and performance.

This literature review highlighted the importance of training and development and their efficient role in organizations. However, with different types and relative costs, organizations must choose the appropriate training and development most efficiently and effectively, realizing that innovation is a central value for some companies, excelling in each action. For the remaining, it's a competitive necessity. In both cases, innovation is an indispensable development element that training and development can stimulate, and to perform innovation, firms must have a culture that encourages innovation. Future research should study different training courses because of their varying costs and effects on organizations' profits, on innovation because businesses need to stand up for any change, and on the interaction between experts and learners in organizations because of the differences in their perspectives.

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