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## Enhancing organizational success through strategic HR training and development

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### Abstract

Training and development have become popular terms describing an organizational trend focused on enhancing individual and group performance in the workplace. Human resources development (HRD) encompasses efforts to maintain a competitive edge in the market through the growth of human capital. The success or failure of new business ventures hinges on the efficiency of their human capital. Well-trained and educated human resources form the cornerstone of such performance. This investigation primarily aims to explore the impact of training and development on achieving organizational goals. The central objective is to assess the significance of training and development in organizational success. Training and development are crucial for managerial performance, with training addressing the needs of the current organization and development preparing individuals for future roles and responsibilities. HRM's tools for training and development are vital for enhancing an organization's productivity and capabilities. These processes facilitate the transfer of knowledge and skills to business leaders, enabling them to apply their expertise to improve organizational efficiency and productivity. Effective human resource management should be reflected in educational programs and policies that are essential for the growth of human capital.

**Keywords:** Organizational performance, human resources development, training and development, productivity, human capital growth

### Introduction

Organizations of all sizes, from small to large, strive to navigate the ever-evolving global landscape. Consequently, they must be proactive in business development and continuously adapt to remain competitive (Al Aina and Atan, 2020) [3]. Human resources encompass the collective knowledge, expertise, strengths, personalities, values, behaviors, and traditions of the workforce. These attributes stem from the innate abilities, acquired knowledge, and skills of human resources, which are crucial in this context. Since an organization is defined by the individual achievements of its employees, it is imperative for companies to ensure that their human resources are performing at their highest potential. Organizations must adopt strategic approaches and continually seek new methods to ensure future success (Tapera, 2014) [38]. In larger organizations, employees are typically trained to optimize their skills and understand the impact of career development on the company.

Human resources are a company's most valuable asset, and investing in their abilities is essential for long-term growth and success (Bayraktar and Sencan, 2017) [6]. Organizations often face significant challenges in finding and hiring professional and capable workers, but the emphasis on employee welfare frequently stops there. According to numerous studies, companies that invest in workforce development see double the revenue and income compared to those that do not. Continuous training and development are crucial for employee engagement, which is vital for a company's economic success (Baran and Sypniewska, 2020) [5]. Past research has consistently shown strong correlations between various training and development practices and different measures of organizational achievement. This study aims to highlight the importance of human resources training and development in driving corporate success.

### Human resource training

Human resource training encompasses a variety of learning opportunities aimed at enhancing employees' knowledge and skills to improve their performance in current roles (Davidescu,

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Apostu, Paul, and Casuneanu, 2020) <sup>[13]</sup>. In contrast, human resource development focuses on long-term success and is not confined to specific job positions. Training is a systematic process through which organizations enhance the capabilities of both new and existing employees. It involves a structured approach to learning and development that boosts the efficiency of individuals, teams, and the organization as a whole (Rathod and Dwivedi, 2017) <sup>[29]</sup>.

These activities facilitate the acquisition of knowledge and skills, leading to benefits such as improved well-being and productivity for human resources, organizations, and society. Zayum, Aule, and Teslim (2018) <sup>[42]</sup> assert that training enhances the technical skills of human resources, thereby increasing the efficiency of an organization's products and services in a competitive market.

### **Human resource development**

At its core, human resource development involves collaborating with employees to enhance, optimize, and cultivate their existing skills while also fostering the creation of new ones that align with the organization's goals and mission (Valamis, 2019) <sup>[39]</sup>. The term "development" encompasses practices that facilitate the acquisition of new knowledge or skills for career advancement. Companies implement human resource development programs to aid employees in skill improvement (Jehanzeb and Bashir, 2013) <sup>[20]</sup>. Prioritizing human resource development within your corporate culture ensures that employees stay current with industry trends and best practices. Additionally, providing opportunities for career growth boosts employee engagement and helps attract and retain top talent essential for ongoing expansion.

### **Human resource productivity**

One of the major challenges organizations face today is the need to enhance employee productivity. Human resource productivity measures the output of an individual worker or a group of workers and is a crucial factor in achieving organizational success. Understanding the key factors that influence productivity is essential for ensuring long-term performance (Hanaysha, 2016) <sup>[17]</sup>. Productivity can be assessed based on the output of human resources over a specific period. Typically, an individual worker's productivity is evaluated relative to the average output of employees performing similar tasks. It can also be measured by the number of units of a product or service a worker handles within a given timeframe (Sauermann, 2016) <sup>[33]</sup>. The efficiency of an organization's employees is vital to its success, making human resource productivity a primary objective for companies (Osborne and Hammoud, 2017) <sup>[27]</sup>.

### **Relevance of human resources in the organizational output**

Human resources encompass the individuals constituting the workforce of an organization, business sectors, industries, or the economy at large. Human capital, on the other hand, refers to the specific abilities and skills possessed by individuals. Synonyms such as workforce, labor, employees, associates, or people are often used interchangeably. They collectively represent the entirety of an organization's knowledge, expertise, strengths, personalities, values, behaviors, and customs. These attributes arise from the innate abilities, acquired knowledge, and skills of individuals, as reflected in their strengths and skill sets. In response to technological advancements and environmental

changes, human resources must undergo continuous education and adaptation to meet the evolving demands of the business landscape.

Human resource training and development initiatives are implemented to assist in navigating and mitigating challenges arising from such transitions. Training serves as a learning method aimed at equipping employees with the fundamental skills necessary to fulfill their job responsibilities. According to Ikechukwu and Bipeledei (2017) <sup>[19]</sup>, development programs are conducted regularly to keep employees abreast of best practices for managing job duties or optimizing work processes. Conversely, development endeavors aim to empower senior management personnel to assume greater responsibilities across organizational divisions (Wong, 2020) <sup>[41]</sup>. Hence, workplace organizational development constitutes a vital aspect of managerial operations and should not be solely delegated to the human resources department.

Recognizing the indispensable role of human resources in organizational success entails acknowledging the symbiotic relationship between the human element and the organization itself. Prior to initiating any training initiatives, it is imperative to identify who requires training and when such interventions are necessary. Training is universally applicable to all human resources, and clear criteria should be established for determining the need for training and development, as well as assessing their effectiveness and performance (Agwu, 2020) <sup>[1]</sup>.

Training and development represent logistical concerns that impact not only training specialists but all administrators within an organization. In other words, both human resources personnel and managers should recognize the importance of training and development initiatives (Rodriguez and Walters, 2017) <sup>[31]</sup>. The productivity of human resources plays a pivotal role in the growth and advancement of an organization. Irrespective of its size or financial resources, no organization can thrive without competent and skilled personnel. Hence, substantial investment in human resource training and development is essential for organizational success. Given the rapid pace of technological advancements and environmental shifts, employees must continuously undergo training and adaptation to meet the evolving demands of the world in which the organization operates.

The failure of an organization often stems from individual negligence. Individuals are responsible for various functions such as recruitment, motivation, coordination, guidance, mobilization, and decision-making regarding the provision of goods and services. They shape the perception of different programs and initiatives within the organization. Human resources possess characteristics that present both significant challenges and opportunities for organizations in democratic and open societies.

Human resources within democratic and open societies possess characteristics that offer tremendous potential to organizations. According to Nda and Fard (2013) <sup>[26]</sup>, investment in human resource training focusing on decision-making, collaboration, genuine concern, and social communication positively impacts organizational development and the success rate of human resources. Training influences the attitudes and skill sets of human resources, leading to enhanced efficiency and positive advancements (Tahir, Yousafzai, Jan, and Hashim, 2014) <sup>[37]</sup>.

Nevertheless, the ultimate goal of any organization is to maximize returns and optimize earnings, with a productive and successful workforce serving as a critical tool in achieving this objective. Hence, workforce effectiveness and competitiveness hinge on providing necessary training and development, leading to increased efficiency. Consequently, effective training initiatives are comprehensive and ongoing, viewed as long-term endeavors rather than one-time or sporadic events (Kapur, 2018) <sup>[21]</sup>. Training programs aligned with both human resource and organizational goals, tailored to fit business strategies, are more likely to succeed compared to those that do not. Ideally, human resources should undergo training based on assessments of their work performance. Sheeba and Christopher (2020) <sup>[34]</sup> emphasized the indispensability of training and development for organizational growth. Here are several reasons illustrating their significance:

**Addressing weaknesses:** Every human resource possesses areas of deficiency in skills required for their role. By providing training, assigning tasks, or hiring individuals with necessary skills, organizations can enhance their human resources' capabilities. This ensures that employees strive to meet performance standards, leveraging their improved skills.

**Enhancing work efficiency:** Once equipped with essential skills, human resources can transform their weaknesses into strengths. With a deeper understanding of tasks and efficient problem-solving abilities, employees can significantly enhance work productivity. Therefore, investing in workforce training is crucial as it broadens skill sets and facilitates the acquisition of new ones, aligning with the evolving demands of the business landscape.

**Facilitating development:** The primary objective of any organization is to achieve growth and progress. This goal can only be realized through the collective efforts of a committed and skilled workforce (Jehanzeb & Bashir, 2013) <sup>[20]</sup>. By providing opportunities for learning and development through training initiatives, organizations empower their employees to contribute effectively to the organization's growth trajectory. In modern contexts, efficiency is predominantly influenced by the technology utilized rather than solely relying on personnel. Present-day training and development initiatives are geared towards enhancing employees' proficiency in utilizing technology (Cascio and Montealegre, 2016) <sup>[10]</sup>. Human resources undergo training on cutting-edge infrastructure, while outdated technologies are gradually phased out. This training enhances work efficiency and boosts productivity.

**Furthermore, training and development initiatives contribute to**

**Enhancing achievement:** Empowered by training, employees become more confident in their ability to learn new skills and effectively complete tasks. This enables them to devise innovative approaches to achieving goals, leading to increased job satisfaction.

**Reducing turnover:** Although initial training investments consume time and resources, experienced employees

contribute significantly more to the organization's revenue over time (Miller, 2020) <sup>[24]</sup>. Reduced turnover rates alleviate both employee and employer frustration, while enhanced expertise elevates the quality of work and contributes to organizational growth.

### **Advantages and disadvantages of training and development**

Every job involves some level of employee development and training, typically provided at the commencement of a new role. Each new team member requires initial training, which may range from comprehensive training for industry newcomers or apprentices to simply acquainting them with their responsibilities (Stibitz, 2015) <sup>[36]</sup>. However, after the initial onboarding phase, additional training and advancement opportunities are often overlooked. The demand for productivity takes precedence, relegating staff training to the sidelines.

While there are various challenges and considerations associated with staff training, we contend that it is essential for imparting knowledge to new employees, thereby enhancing their efficiency and productivity. This is crucial as it facilitates employees' professional growth and career progression. Recognizing employees as valuable assets, it is imperative to equip them with the skills and information necessary to contribute to the company's goals. Through adequate training, employee satisfaction is fostered, leading to job retention and minimizing the need for recruitment.

Staff training constitutes an integral component of any organization and should be periodically reviewed and assessed. This includes evaluating the value, benefits, and pros and cons of continuous training (Mallory, 2021) <sup>[22]</sup>.

Scholars in academia and experts in the business world have debated extensively on the myriad advantages and disadvantages associated with training and development. When implementing a new program, businesses must carefully consider both aspects. The drawbacks of such programs may include: time and monetary investments, increased stress levels for all parties involved, excessive theoretical content overshadowing practical application, waning interest from both employees and employers, potential turnover, time constraints, and management of training processes. These challenges may obscure the perceived value of training and development programs.

However, despite these drawbacks, the benefits far outweigh the disadvantages. Authors argue that substantial employee growth relies on beneficial advancements (Dachner, Ellingson, Noe, and Saxton, 2019) <sup>[12]</sup>. These advancements begin with improvements in individual performance, which subsequently translate into enhanced performance within the local workplace, ultimately exerting a positive influence on the entire business.

### **Methods of training and development**

Scholars in academia emphasize the necessity for individuals and organizations to continuously acquire knowledge to maintain competitiveness (Namada, 2018) <sup>[25]</sup>. They argue that new knowledge could be the only remaining and one of the most critical sources of competitive advantage for organizations. However, training represents a significant investment. Therefore, research and development efforts focused on optimizing the effectiveness and efficiency of training are essential (Sheeba and Christopher, 2020) <sup>[34]</sup>.

According to Pontefract (2019) <sup>[28]</sup>, training and development investments could amount to \$87.6 billion in the United States, as reported in Forbes magazine. Given the absence of a one-size-fits-all approach to training delivery, trainers continually strive to identify the most effective methods for imparting targeted knowledge and information to trainees. With ongoing technological advancements and the evolution of learning and knowledge theories, there are now more options available than ever before.

This established field seeks to assess the range of methods available for training, provide guidelines for selecting the most appropriate training approach for a given situation, enhance communication, and explore and develop new training methodologies.

### **Various methods are employed in the realm of human resource training and development**

**Case study method:** This approach presents descriptive scenarios that prompt trainees to make decisions. The aim is for human resources to apply their knowledge and generate innovative ideas to solve problems or handle situations. Emphasis is placed on the process rather than the solution. Case studies can foster teamwork, enhance decision-making, interpersonal, and analytical skills (Cakmak and Akgun, 2018) <sup>[9]</sup>.

**Games-based training:** Games offer a cost-effective alternative to traditional training methods. This approach is economical and often motivates learners (Akour, Alsgaier, and Aldiabat, 2018) <sup>[2]</sup>.

**Internship:** Internships offer significant advantages as employers can train human resources at a fraction of the cost while providing them with relevant job experience. Trainees gain insight into their future job responsibilities (Evans, 2021) <sup>[16]</sup>.

**Job Rotation:** This method promotes company interest and enhances human resource commitment. It provides opportunities for development, promotion, and fosters career satisfaction, motivation, and interdepartmental cooperation (Davidescu, Apostu, Paul, and Casuneanu, 2020; Al-Nashmi and Almoayad, 2015) <sup>[13, 4]</sup>.

**Job Shadowing:** This method generates interest and engagement by allowing human resources to gain insights into various roles within the organization. While the primary goal is to learn a specific job, it also offers broader perspectives on the company (Heatfield, 2020) <sup>[18]</sup>.

### **Additionally, various other methods are utilized in the domain of human resource training and development**

**Lectures:** Despite being often dreaded and ridiculed, lectures are extensively used due to their ability to accommodate various audience sizes, facilitate content revision, require less time for design, and provide assurance to both the company and the instructor regarding trainee completion (Raynolds, 2019) <sup>[30]</sup>.

**Mentoring and Apprenticeship:** This one-on-one learning environment is highly valued by learners, barring any interpersonal conflicts between the mentor and trainee. Mentoring offers psychosocial support and career facilitation, leading to mentored individuals being more

inclined to become mentors themselves (Sorkness *et al.*, 2017; Zerzan *et al.*, 2009; Bruce and Bridgeland, 2014) <sup>[35, 43, 8]</sup>.

**Programmed Instruction:** This method allows for flexibility and repeated practice. Its standardized delivery ensures consistency, and it supports multimodal perceptions through various elements such as tone, language, illustrations, images, and digital effects. However, learner motivation may be affected if they are unfamiliar with or overwhelmed by the technology (Coman, Tiru, Schmitz, Stanciu, and Bularca, 2020) <sup>[11]</sup>.

**Role-modeling:** A common training technique that enables companies to easily track trainee completion of programs. Unlike lectures, there is no expectation of interaction, meaning learners are not encouraged to solve problems actively.

### **Furthermore, several other methods warrant consideration in the realm of human resource training and development**

**Role Play:** This method enables trainees to apply content to simulated situations, providing a practice environment without risking job failure (Medvedeva, Yushkov, Yakovlev, and Bogatyreova, 2017) <sup>[23]</sup>.

**Simulation:** Ideal for training scenarios that would otherwise be hazardous or expensive in a real-life setting. Simulation offers safe, structured, engaging, and sufficient practice opportunities in a risk-free environment. It has found application in medical, flight, military, and technical training, among other high-stakes fields such as nuclear power generation (Raynolds, 2019) <sup>[30]</sup>.

**Stimulus-Based:** This method can be widely applicable, but its unconventional nature may deter some participants or lead to misunderstandings of the material. Trainees may feel uncomfortable with methods that deviate from conventional formats (Raynolds, 2019) <sup>[30]</sup>.

**Team Training:** The objective of this method is to develop teams collectively rather than focusing on individual trainees. It fosters social skills and camaraderie within the team, promoting collaboration and teamwork (Berber, Slavic, and Aleksic, 2020) <sup>[7]</sup>.

### **Approaches to training and development**

A reactive training technique is a conventional instructional method characterized by the application of technical knowledge in traditional classroom settings, viewing movement as an event-driven exercise. This approach aligns learning practices with the corporate business plan and emphasizes competency-building within the organization.

In contrast, the Active Learning Approach places trainees at the forefront of the learning process, allowing them to explore issues and situational problems under the guidance of a facilitator. Trainees actively engage by posing thought-provoking questions, seeking responses, and analyzing various findings. This approach yields long-term learning benefits, facilitating improved retention and problem-solving skills, especially in challenging situations.

In today's rapidly evolving world, continuous learning is essential for success. Individuals must strive to excel both in

their personal and professional lives, while companies must ensure that their human resources remain equipped with the necessary knowledge and skills to meet evolving job demands. By prioritizing ongoing learning initiatives, organizations can gain or sustain a competitive advantage in the marketplace.

### Training and development and its role in achieving the organization

Investing in training and development has a direct impact on a company's bottom line. In today's competitive landscape, successful companies recognize the importance of employing effective training and development strategies to enhance their competitive advantage. For a company to leverage and cultivate the skills and reputation of its workforce, it must prioritize investment in training and development.

In today's labor market, potential employees often assess prospective employers based on their track record in this crucial area. Career advancement and growth opportunities are increasingly important, if not essential, for many individuals. With intense competition both internally and externally for top talent, companies must address skills shortages across all sectors.

Employers who strategically invest in training and development will create a more fulfilling work environment, leading to higher levels of employee engagement, efficiency, and overall success. This proactive approach not only benefits the company's performance but also enhances its reputation as an employer of choice.

### Aspects impacting training

Engetou (2017) <sup>[15]</sup> posits that training is influenced by several factors, encompassing the environment, managers, instructors, training quality, and delivery. These variables merit closer examination to gain a deeper understanding:

1. **Individual Factors:** The engagement of individuals in an activity significantly impacts its outcome. Similarly, employee training involves the transmission of knowledge and skills from an expert to a learner. Key parties involved are the trainees and the trainers, or those delivering the training. Additionally, third-party authorities organizing and allocating resources for training play a pivotal role in pre-arrangement and post-training quality assessment.
2. **Workplace Environment:** The surroundings and atmosphere of the workplace influence training outcomes. Lack of managerial support, as noted by Birdi, can diminish the effectiveness of innovative training approaches. A conducive climate fosters better training outcomes, while rigid human resource regulations, highlighted by Haywood, can impede the primary objectives of skill development and behavioral improvement.
3. **Open-mindedness:** Success in training is contingent upon the willingness of both learners and instructors to embrace new ideas and approaches. Driskell emphasizes that the type of training, its content, and the expertise of trainers significantly impact training effectiveness. Furthermore, the trainer's methodology and the breadth of movement covered are critical success factors in training outcomes (Driskell, 2011) <sup>[14]</sup>.

### Hypothesis

Training and development initiatives serve multiple purposes within an organization, ensuring the enhancement of employee capabilities and fostering growth:

- **Facilitating Skill Enhancement:** These initiatives aid employees in expanding their knowledge, skills, and abilities, enabling them to effectively fulfill their current job responsibilities and advance to higher positions.
- **Mitigating Staff Turnover:** By investing in training and development, organizations can reduce staff turnover rates and alleviate labor shortages, as employees feel more valued and equipped to handle their roles effectively.
- **Enhancing Government Service Productivity:** Training and development programs contribute to improved productivity, effectiveness, and dependability within government services by harnessing and maximizing employees' skills, abilities, and potential.
- **Addressing Evolving Challenges:** Employees are better equipped to navigate the increasingly complex social, scientific, and economic challenges faced by governments through the application of technical knowledge and advancements in technology.
- **Developing Competent Managers:** Training and development initiatives focus on cultivating managers and supervisors capable of strategically planning and implementing management processes to achieve the goals and objectives of each state agency.

### Conclusion

Human resources represent the cornerstone of any organization, wielding significant influence over customer loyalty and the efficiency of products and services. Their effectiveness hinges on proper training and learning opportunities, enabling them to fulfill their duties to the utmost potential. Satisfied and competent human resources are more inclined to stay with the organization for prolonged periods, contributing to its stability and success. Training and development initiatives play a pivotal role in maximizing human resource efficiency, fostering productivity, comfort, motivation, and innovation in the workplace (Rodriguez and Walters, 2017) <sup>[31]</sup>. By identifying and implementing appropriate learning opportunities, organizations can position themselves competitively in today's global market.

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