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## HUMAN RESOURCE TRAINING- A LITERATURE REVIEW



**Shruti Khandelwal**

Research Scholar IIS University

**Abstract:** Review of literature is a systematic process of reading, analyzing, summarizing and organizing various scholarly data on a specific field or topic. It can be explained as a text written by someone which includes substantive findings as well theoretical and methodological contributions to a particular topic & this text is studied by researchers/ scholar for further research in same field. In this research various research papers were considered by researcher to create a clear picture of training in today's time and its relation with other factors.

**Key words:** Literature Review , methodological , theoretical , summarizing .

### INTRODUCTION:

#### Literature Review

Prachi bhatt (2009) in her paper 'Emerging HR People, Resources, Milieu Change' opines that human resources are the mighty pillars that from the business colonnade in today's world where a clear upswing in the firm's aim for distinct competitive advantage is evident. The article discusses the revolutionized state of affairs and its impact on Human Resource Management (HRM), its new role, emerging trends for a more adaptable, and customer-centered HRM. In this turbulent competitive era, staying abreast demands a paradigm shift in Human Resource Development (HRD). Recession is a recent turnaround in the business environment. The article highlights the visible blow of recession on HRD and its approaches to deal with the same. Human factor" is a mantra for an organization's survival and progress.

Dr.Chikati Srinu, Kumara Swamy & Moutam (2012) in their paper 'Human Resource Management Training and Development Practices' identify that Organization and individual should develop and progress simultaneously for their survival and attainment of mutual goals. So every modern management has to develop the organization through human resource development. Today training and development is very important sub system of HRD so it need to be revised and strategically planned as per changing environment.

Kumar Balaji and V.Veera (2009) in their article 'Hard case of soft skill' explores the methodology to be adopted while imparting soft skills training to employees. It reviews the learning theories relevant for training and explores the possibility of their implementation in soft skill training (SST). It identifies Bandura's Social Learning Theory as the ideal model for SST which states that people learn from each other by observing, modeling, imitating etc.

It is also important to determine right time and right type of training for employees as an article titled 'What's Training Good For Anyway?' on [www.citehr.com](http://www.citehr.com) opines

that there are good reasons to mandate training and development in an organization, and there are bad reasons for mandating training. There are also good reasons for not training, in some circumstances, and bad reasons to refuse. Knowing what training can and cannot accomplish enables to make the right decisions at the right time, ensuring that limited training dollars are used effectively.

Herman Aguinis and Kurt Kraiger (2009) also identify importance of training in their article 'Benefits of Training and Development for Individuals and Teams, Organizations, and Society' they adopt a multidisciplinary, multilevel, and global perspective to demonstrate that training and development activities in work organizations can produce important benefits for each of these stakeholders. Such articles emphasized on need and importance of training in today's era however it is not enough to conduct particular training programme, it should also be revised and changed as per this dynamic environment.

In this context Chakroborty, Manishankar (2009), opines in their article 'A facelift to Management Training', that Management training has undergone tremendous metamorphosis. A trainer has to imbibe the global best practices with a tinge of localization. The emergence of cutting edge technology has given a new dimension to the training domain. Country specific dynamics are also important as cultural issues coupled with local dynamics from a crucial reason for realigning with the changed perspective. The article deciphers the firsthand experience encountered by the author, while training in different countries, using different resources.

Abhishek roy (2009) also emphasises on global training in his article 'Why Retention Strategy Fail?' he opines that companies prepare strategies to retain employees in their best way however due to changing perspective of training employees are difficult to be retained as they need high class training to enhance their level of knowledge. In this field Scott Brum (2007) also highlights in his article

'What Impact Does Training Have on Employee Commitment and Employee Turnover?' that committed employees will be having less desire to leave the organization and its turnover rate will be very less if an organization is having more committed employees. Training plays a very important role in commitment level of employees. If training programmes are aligned with changing environment and fulfill their learning need it leads to high level of employee commitment.

J. Stewart Black and Mark Mendenhall (1990) in their article 'Cross-Cultural Training Effectiveness: A Review and a Theoretical Framework for Future Research' opines that globalization in economical, political and social arenas has lead to greater interpersonal cross cultural contact. So cross- cultural training is proposed by these scholars. Training programmes are directly linked with productivity and performance of trainees. When employees undergo training sessions a significant change can be seen in their behavior and work performance.

As Sulaman Hafeez Siddiqui and Waheed Asghar (2008) in their article 'Linking Training, Productivity and Competitive Strategy: Implications of Value Chain Model for Strategically Effective Training Programs' establish strategic linkage between training, productivity and competitive strategy of the organization using value chain model. The role of training effectiveness as a moderating variable between training intervention and competitive strategic results is emphasized. The paper also presents the implications of 'value chain model' for assessing strategic training needs/objectives in line with the generic competitive strategy and productivity objectives of the organization. Company Nzier in their report to the Industry Training Federation suggested that on average, a trainee after industry training is likely to be 5-20% more productive than they would have otherwise have been. This report reveals effectiveness of training at every level such as individual level, firm level and society as a whole.

G. Sowjanya ,Sri Venkateswara and Dr. M. Rajasekhar (2012) in their Research Paper 'Human Resource Management Effectiveness of Employees' Training and Development in Manufacturing Industries' opines that training is a systematic tool for development to improve individual, team & organizational effectiveness. Improvement and changes is very essential of employee in manufacturing industries as change is constant in this industry.

Raymond A. Noe and Neal Schmitt (1986) in their article 'The Influence of Trainee Attitudes on Training Effectiveness' opines that there is high influence on trainee career and job attitudes on training outcomes (learning, behavior change, performance improvement). It states that involvement and career planning are antecedents of learning and behavior change. John E. Mathieu, I Tannenbaum and Eduardo Salas (1992) in their paper 'Influences of Individual and Situational Characteristics on Measures of Training Effectiveness' suggest that individual motivation, learning and situational factors play a crucial role in determining training effectiveness.

Assessing Training Effectiveness' an article [www.finance.groups.yahoo.com](http://www.finance.groups.yahoo.com) also examines effective

ness of training on the basis of ROI. It says if there is high increment in performance output of trainees as compared to investment made on training programmes then it can be termed successful.

Trainees' attitude is a very crucial factor for accessing training effectiveness. Raymond A. Noe (2006) in his paper 'Trainees' Attributes and Attitudes: Neglected Influences on Training Effectiveness' constructed a model showing that effectiveness of training is highly influenced by trainees' attitudes and attributes. This paper also supports the strong relationship between attitude of trainees and training effectiveness.

**Arthur Jr., Winfred;** Bennett Jr., Winston; Edens, Pamela S.; Bell (2003) used meta- analysis for measuring effectiveness of training in their paper 'Effectiveness of training in organizations: A meta-analysis of design and evaluation features' They suggest a medium to large effect size for organizational training. In addition, the training method used, the skill or task characteristic trained, and the choice of evaluation criteria were related to the effectiveness of training programs.

Allan A. Gibb (1997) in his article 'Small Firms' Training and Competitiveness. Building Upon the Small business as a Learning Organisation' also opines that there is strong relationship in training and competitiveness of employees. He also suggested designs for training programmes for turning small business into learning organization.

## CONCLUSION

Review of literature gives a very lucid picture of training and its relation and dependency on other factors as well.

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