Impact Of Learning And Development Related Practices With Reference To Employee Retention: A Review Paper

Shiva Sharma¹ Kalpana Rajpurohit² Dr. Karunesh Saxena³

Scholar (M.L.S.U.) & Assistant Professor(IILM), Assistant Professor(IILM), Professor (M.L.S.U.)

Shiva13sharma@gmail.com, kalpanasingh199570@gmail.com, karuneshsaxena@gmail.com

Abstract

Effective learning and development related practices have become essential in these days of high productivity based competitive culture with respect to employee retention. There is a substantial scope and need to understand the effectiveness of the learning and development related practices undertaken by corporates as this brings a permanent change in employees this is the key element for reducing the hiring cost and retaining the employees. Various methods are being adopted and studied to understand the impact of learning and development practices and their impact to improve their job performance. This study focuses on the same. The main agenda of this research is to review the current state of theoretical and practical implications about learning and development related practices, various techniques and models used in different studies. After conducting this research it was found that continuous training, learning and development practices lead to job satisfaction which helps in employee retention for the companies and bridge the current job setting requirements.

KEYWORDS: Learning and development, Training, HR practices, Employee retention.
1. Objectives.

The study has following objectives to find out via reviewing the existing literature:

I. Find out the existing research done on learning, training and development related practices.

II. To analyze, explore and find the relation with employee retention in an organization with learning, training and development related practices.

2. Research Methodology.

Study type: Descriptive
Research source: Secondary

3. Introduction

3.1 History of Learning and Development and related practices.

(www.referenceforbusiness.com/encyclopedia/Thir-Val/Training-andDevelopment.html) The apprenticeship framework rose in antiquated societies to give an organized way to deal with the preparation of incompetent specialists by ace experts. Traditional system of apprenticeship was replaced by the vocational training and education, this happened in the initial phase of industrial age. Then the division of work started happening especially with the labor which resulted in the specialization this arose the need of learning and training related practices in a shorter period of time. The activities of learning and development became more methodical and scientific; the pioneer modern training methods came into existence in the 19th and early 20th centuries. In the early 19th century the military adopted the simulations training method

As the need and trend of the specific training need grew in the 1900’s the societies and associations also came into existence. For the very first time learning, training and development were considered as a profession as the manufacturing units required training (specific) at the time of world wars.

3.2 Learning and development: Definition and Meaning.

(Mukherjee, 2007) Associations can’t sustain without learning and development of employees. Improvement in abilities builds flexibility and versatility of workers that prompts required execution level in the present place of employment. Preparing is arranged exertion worried about helping a representative gain explicit and promptly usable abilities, information, ideas, demeanors and conduct to empower that person perform productively and adequately on his present occupation.
As per E.R. Hilgard: “Learning is relatively permanent change in behavior that occurs as a result of Prior Experience.”

As per Jucius, 1955 training is "a process by which the aptitudes, skills and abilities of employees to perform specific jobs, are increased. “

According to Flippo, 1971, “Training is the act of increasing the knowledge and skills of an employee for doing a particular job”.

(Drucker, 1984) Viewed training as a “Systematic process of altering the behavior and/or attitude of employees in a direction to achieve organizational goals.”

3.3 Employee Retention.

When an organization is established, it is established with the concept of ‘on going’. For continuous effectiveness and efficiency of the productivity of the company the key is the retention of employees. With retention of great employees comes better sales, good financial growth, customer loyalty, etc. Keeping employees for a long period of time can be said employee retention.

(Fitz-enz, 1990) Said that the employee retention is not based on only one single factor. There are various other factors continuously affecting the retention of employees. The board needs to pay to all the factors very closely, for example, remuneration and prizes, job security, motivation, etc. among all these factors learning and development related factors are one of the most important factors

(Baker, 2006) Has viewed the employee acquisition cost to be much higher than the employee retention. It’s not just costly but it is also very full of headache and fatigue besides the cost of training and motivating the employees is also attached to it. This is one of the major reasons recently there has been a lot of study on employee retention and various ways are tried to be figured out to reduce the same cost by retaining employees for a longer period of time.

3.4 Training and Development and Employee Retention.

(Messmer, 2000) Found that one of the significant factors in worker retention is investment on representative learning and professional improvement i.e. advancement in career. organizations consistently puts resources into the type of learning and development on those laborers from whom they hope to profit and give return on its investment. (Handy, 2008) Has referenced that legitimate advancement, and digestion of new information is fundamental for endurance in any workplace. Consequently information is the most costly resource of any firm. (Garg, 2006), clarified that in the present aggressive condition input is extremely fundamental for associations from representatives and the more information the worker learn, the more the individual will perform and address the worldwide difficulties of the commercial center. (Tomlinson,
4. Review of Literature.

(Nelesh Dhanpat, 2019) The researcher has taken the data from the healthcare sector in South Africa of nursing staff and explores the relationship between employee retention and job security. The parameters which were selected for retaining employees are training and development, remuneration, superior support and work-life balance. Through this study, the researcher found out that by providing job security to the staff they can increase the retention rate in the hospital.

(Md. Mobarak Karim, 2019) The researcher analyses the positive effects of learning and training on performance of the employees, satisfaction of the employees, organization productivity and very importantly the need of training in the organization. The study found out that training is the most important motivational tool for both individual as well as organization in achieving the objective as some mediocre employees think that through training they can improve their knowledge, skill and abilities and it enhances their job satisfaction as well. By providing training programs to the employees they can improve the retention level of employees and they will work more efficiently in the organization.

(Danish Ahmed Siddiqui, 2019) The researcher analyzed in this paper that there is a direct relationship of learning, training and development related practices and communication on retention in the banking sector of Karachi through employee engagement. In all organizations choosing the appropriate manpower to the appropriate designation is not enough but retaining them in the company is very important. Through effective learning and development related programs commitment of employees towards work has a potential to be increased. Learning is a very significant factor in all organizations to get success and it has a probability to be attained through proper training, learning and development related practices.

(R.Prabusankar, 2017) Researcher has said that retention of employees is rising as the most significant human resource management problem in manufacturing sector. The manufacturing enterprises are resolved to hold their significant employees on the grounds that these employees are important to achieve their set targets. The remuneration, career development, relationship and nearness are some of the variables responsible for the employee retention in manufacturing sector. Mainly in manufacturing enterprises when employee becomes unfocused or confused then retention rate automatically falls. The researcher had selected Coimbatore district in the study and collect data from 200 employees of manufacturing industry.

(Ashish Dikshit, 2017) The researcher has said that we are living in a dynamic environment and to cope up with these changes training and skill development programs are very important to achieve organizational effectiveness. Through proper compensation and reward system, the organization can get a commitment at the workplace, job satisfaction and motivated employees which helps in maximizing employee retention. In this paper, researcher found out that employee retention can be achieved through fair
remuneration and it will boost employee morale and it motivates them to remain loyal with the organization as a result of employee turnover will reduce.

(Subhash C. Kundu, 2017) The researcher has brought out the fact HR officials’ investigating approaches to improve retention among employees must put their attention on the enlargement and strategic execution of supportive working environment. Workplace engagement intervenes in the connection between supportive work environment and employee retention. The researcher took data from 211 respondents and find out the fact that a supportive working environment largely affects employee retention than some practices like organization atmosphere, relationship with supervisor, peer interaction and organization support.

(Ulrik Brandi, 2017) The focus of researcher in this paper is on learning strategies for competence development and their practice in the organization. The organizations can use learning and training related programs as inspiring mechanism for employee retention. The study shows that competence development need flexible, learner centered strategies to meet organizational needs.

(Azeez, 2017) The main focus of the researcher in this study is to find out the connection between human resource management related practices and retention of the employees in the organization. Through proper retention strategies the organization can retain its employees. The main resource of any organization is its manpower and for achieving success it is very important to retain them for a longer period of time through training and development related programs, appreciation, supervisor support, involvement, etc.

(Jyoti, 2017) The researcher focuses on the effects of learning, training and development related practices in banking industry. The employees who are working in banking industry have to upgrade their knowledge and skills for their survival in the competitive atmosphere. It is the duty of the HR professional to fill the positions which are vacant and through training and development related programs they can enhance the productivity as well as motivation towards work in banks. Banks are organizing training and development programs to upgrade the knowledge and skill of the employees so that they can make good customer relations.

(Prof.Dr. Abdul Ghafoor Awan, 2016) The researcher found out through a study that banks are continuously providing training to its managers to enhance their skill and knowledge. For finding out the impact of training on employees researcher had taken the data from 200 employees in banking industry of Multan city. It has come out that through training and development related practices the output of both workers as well as company has been enhanced. And banking which is a service oriented or customer centric industry employees are the valuable asset and they have to manage their employees to work.
efficiently in the competitive market and the employees who are trained enough they can provide high quality service to their customers.

(Ganesh M., 2015) The researcher focuses on the vitality & effectiveness of learning, training and development related practices adopted in university. Through effective training programs, employees will be benefitted. The researcher had taken the sample of 30 Dean/Sec head and found out that a positive change is developed in employees after attending training sessions. Training and development related practices motivate employees to gain new skills because it is beneficial for both employees as well as universities.

(Dr. S. Shahul Hameed, 2014) The researcher has focused especially on the training and development practices in banking sector of Nagai district. In efforts of finding out the training and development practices among employees and suggesting better ways to improve the training and development program the researcher collected data from 200 employees and found and used various statistical tools and found out that to improve the productivity and quality of employee in the 21st century jobs and ready themselves for the senior level job, the effective learning, training and development related programs have become mandatory. With the introduction of new technologies and the dynamic working environment 'Training and development is now considered as more of retention tool than a cost'.

(Roya Anvari a*, 2013) The researcher has conducted this study to find out the impact of learning and development practices in engineering organizations. The researcher collected the data from 10 manufacturing organizations of Malaysia and show that there is a link between training, learning and development related practices and employees willingness to retain or leave the organization.

(Malik Faisal Azeem, 2013) The researcher has said that Employee learning, training and development related programs are recurring incidents that causes perpetual positive change in the behavior of workers. Learning, Training and development related practices are basically focused to enhance and upscale the knowledge and skills of the workers. If the employees who are working in the organization are properly trained then they can manage the work life balance and become more engaged towards their work. There is always a risk of conflict arises in the organization and through proper training and development it can be avoided and as result organization performance will improve. The researcher had collected data from telecom industries and took sample of 226 employees.

(Maimuna Muhammad, 2013) The researcher has said that there is a positive effect of training and development related practices on productivity of employees. In an organization through training and development related programs, the need of the employees can be fulfilled and they become more productive and satisfied and keep on working. For the growth of the organization, the development of its employees is very important to sustain in this competitive market.
In this paper the researcher has found out the impact of monetary and non-monetary incentives on skilled worker retention & motivation of health sector in Ghana’s District. For this research the researcher took the sample of 285 employees from ten hospitals. Through different training and development programs the managers of health sector can attract and retain employees. The both benefits monetary and non-monetary have a positive impact in motivation and longer working relation with employees in the hospitals. But more studies are required for this issue.

(Natalie Govaerts and Eva Kyndt, 2011) The researcher collected the data of 972 employees to find out the factors that are affecting the employee retention. The researcher kept the employees and organizational factors into account. The outcomes show that when associations need to hold their workers it is significant to focus on the learning of employees. Letting individuals accomplish more and adapt a greater amount of what they are great voluntarily urge them to remain with the association. Results concerning the chose representative factors show that solitary age has a huge association with maintenance. With respect to expectation to remain, there exists a positive connection among age and retention.

(Gberevbie, 2010) The researcher investigates about strategies to retain employee and status of their performance of banking sector in Nigeria. In this paper the researcher found out that for retaining efficient employees in the organization they should use proper retention strategies and has a connection between the rate at which employee leave the organization and performance of the employees. If the employee turnover in the organization increases then employee performance decreases and if the employee turnover decreases then employee performance automatically increases. Through appropriate motivational tools the organization can improve the employee retention as well as employee performance.

(Marjorie Armstrong-Stassen, 2009) The researcher has brought out the fact that by implementing learning and training related programs in the establishment the older workers found their job more interesting and challenging and work efficiently for the growth of the organization. The main finding of this study is that older employees who think that their organization is providing training and development programs for enhancing their skill will work more efficiently than those employees who are not able to get any type of training programs. Those organizations that are giving platform for learning, training and development related programs to their older staff will able to enhance the employee retention rate.

(Thomas N. Garavan, 2008) The researcher emphasizes on learning and training and human resource development related practices in European call centers. They have to face manpower related challenges like employee turnover increases because of stress. Researcher has taken case study approach for better understanding. The learning culture of the call center may encourage the training and development related activities. Call centers who are more focused towards training and development activities can achieve flexibility and employee retention.
5. Conclusion

There's only one department in an organization which is termed as resource and that is human resource. The only reason being they are the key pillars on which an organization stands. For the marathon and not a sprint it is a very important aspect for the organizations to hold the employees for a long period or at least till the project is completed. Organizations have recognized the worth of the employee retention but are facing a lot of trouble in retaining them in the cut throat competition. The paper has identified several factors and research forwarded by various researchers and authors that has been carried out in recent times which shows that researchers and organizations have found various factors to retain employees like compensation, reward and recognition, promotion and opportunity for growth, participation, work life balance, work environment, job security, etc. but out of all these learning, training and development stands out as all these factors are directly or directly related to learning and related practices which ultimately leads to employee retention. Still a lot of research needs to be done to explore and develop models to try and test for employee retention. It's surely to become an important aspect to be developed by HR Professionals.

References


