
**ANALYSIS OF EMPLOYEE TRAINING AND DEVELOPMENT INCREASE
ORGANIZATIONAL RESILIENCE AGAINST ECONOMIC CRISES**

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ABSTRACT:

There is no doubt that the way in which entities operate and engage with each other, locally, nationally and internationally, will be profoundly influenced by the factors that are rapidly gaining attention: economic collapse of nation states; political collaboration on structural reform to address climate change; the integration of social media into every aspect of our communication; the development of fast moving communities of interest; and the changing role of government in partnership with third parties to deliver services. Training is valuable for both organization and its employee. Training directly contributes in learning and individual capacity of an employee is enhanced. The trained employee produces better outcomes and thus the organization flourishes and produces more profits. Similarly, the trained employees also perform better in the crises situation and support the organization to reach and adjust for sudden changes responding effectively organizational.

Keywords: *Employee training, economic crises, human resource management.*

INTRODUCTION

Training is effort initiated by an organization to foster learning among its workers, and development is effort that is oriented more towards broadening an individual's skills for the future responsibility. (George & Scott, 2012). Training and development are a continuous effort designed to improve employees' competence and organize performance as a goal to improve on the employees' capacity and performance. Human Resource Management has played a significant role in the economic development of most developed countries like Britain America and Japan. In a developing country like Cameroon, with its rich natural resources and financial support, one can also experience such economic success if the appropriate attention is given to the development and training of her human resources. Every aspects and activities in an organization involves people. For instance, a manager will not be successful if he has subordinates who are not well equipped with skills, knowledge, ability, and competence (SKAC).

To run an organization, be it big or small, requires staffing the organization with efficient personnel. Specific job skills, ability, knowledge and competence needed in the workplace are not efficiently taught in the formal education. As such, most employees need extensive training to ensure the necessary SKAC to bring out substantive contribution towards the company's growth. For employees to be flexible and effective in their job, they need to acquire and develop knowledge and skill, and for them to believe that they are valued by the organization they work for, then they need to see valuable signs of management commitments to their training needs. Each new employee must be properly trained not only to develop technical skills, but to make them an integral part of the organization. Training and development is an aspect that must be faced by every organization, and its major aim is to improve the employees' competencies such that the organization can maximize effectiveness and efficiency of their human resources. It can be an advantage for an organization if they win the "hearts and minds" of their workers, getting them to identify with the organization (Armstrong, 2009). For workers to be equipped to perform well, there must be an investment in the training processes. These processes are part of the entire human resource management approach which results in employees being motivated to perform. However, training vary from organization to organization in relation to the quality and quantity of training factors, which may include: the degree of external environment change, the degree of change in the internal environment, current suitable

skills in the existing work force and the level to which the management see training as a motivating factor in the workplace, (Cole, 2002).

STRATEGIC HUMAN RESOURCES DEVELOPMENT & THE FINANCIAL CRISIS

Our research highlights the relation between the importance given to human resources and the elaboration of strategies related to human resources within organizations. Justify the importance and necessity of a strategic model for the human resources management would not only provide a series of benefits to the practitioners, but it would also directly contribute to improving human resources performances in organizations, it would be a quick solution to fix the problems arising from legislative changes and fluctuations on the labor market, being considered a link between human resources performance and the economic and financial result of the enterprise.

For the recruitment and selection team, it is difficult to achieve a series of assumptions related to the selection mechanism and the real behavior of the candidates. If one or more of these assumptions are wrong, the entire recruitment and selection process suffers and it even risks being compromised. Another example is the way motivational mechanisms are used in the enterprise. The lack of correlation of the motivational levers both internally (the use of extrinsic and intrinsic motivation methods according to the individual competencies and the strategic human resources from the enterprise) and externally (taking into consideration the negative phenomena as well as the financial and economic crisis, the changing and confusing legislation, corruption). In this context, a model of human resources strategic management contributes to improving human resources functions by integrating different human resources practices in a single organizational mechanism built on operational practices. Thus, recruitment and selection, professional training, performance evaluation will use the same common framework that identifies the key components of the job and the employee, also taking into consideration the situational factors that may influence some components of the human resources management activities. Training human resources and especially training entrepreneurship is analyzed in the current national and international economic and social context. Entrepreneurs or managers, who are aware of the importance of human resources for their enterprises, will do their best to effectively manage the processes of recruitment and selection, evaluation, motivation, training and promotion of their own employees. In conclusion, human resources management can be used by organizations as a link between competitiveness and innovation. Due to information technology, activities of human resources management have been transformed from informal activities into more and more formal activities which have contributed to improving the communication channels in businesses. The advantages supplied by information technology diminish if there is no real support from the manager/owner of the company to promote this technology. By using information technology can be achieved some short-term forecasts, up to one year, when one can predict, with a minimal error degree, the probable levels of activity and the needed skills. These forecasts are based on standard scenarios with a bigger degree of generality and rely less on specific forecasts of demand and offer of goods and services, on one hand, and labor on the other hand.

LITERATURE REVIEW

Training is an apparatus to help people to contribute and be effective in their role. The reason for the training is to help individuals learn and create abilities to play out their responsibilities adequately and it must outcome in behavior transform. Training is linked with improved job performance and satisfaction which results in development (Tahir, Yousafzai, Jan, & Hashim, 2014). The organizations get the highest level of commitment and motivation of their employees via training and development. There is positive evidence in the literature on the relationship among training, development and productivity (Olaniyan & Ojo, 2008). This also contributes in developing organizational resilience.

Organizations respond to instability and unpredictability from multiple points of view; they

centralize their internal control systems, they learn, they are innovative, and they adjust (Pfeffer, 1978; Carroll, 1998; Kendra & Wachtendorf, 2003; Vogus & Sutcliffe, 2008). The concept of resilience labeled as bouncing back, strength, absorption, surviving and flourishing (Hale, 2006; Tierney, 2003; Berkes, 2007; Seville, 2009).

It necessitates organizations to adapt and to be highly consistent and permits them to manage disruptions. Many researchers have studied the ability to adapt as the skill of resilience. However, the organizational resilience is more than the ability to adapt (Hale & Heijer, 2006). There are two types of adaptive capacity (Vogus & Sutcliffe, 2008). First adaptive capacity shows organization's capability of bouncing back using prevailing skills and resources and the second, adaptive capacity is developed when organizations learn new skills to address outside challenges (Woods & Wreathall, 2008).

Hollnagel, Nemeth, & Dekker (2008) as categorize a set of four capabilities that they claim define the organizational resilience. These are: the skill to respond in instabilities and threats, the capability to monitor their circumstances, the ability to predict troubles, and the ability to learn from experience (Hollnagel, Nemeth, & Dekker, 2008).

The ability to learn is one of the most important skill for building organizational resilience (Wang, Hutchins, & Garavan, 2009) and the human resource practitioner need to pay careful attention to include it in the training and development programme. A business's ability for resilience in any crisis is produced through deliberately overseeing its human capital and developing skills among its employees, that when accumulated at the organizational level, make it workable for associations to accomplish the capacity to react in a strong way when they encounter serious upsets.

The link between organizational resilience and efficiency is also highlighted in the literature. It is the goal of human resource management to frequently invest in developing capacities of employees to respond effectively in emergencies and be resilient. Building resilience capacity also provides a competitive advantage for the organization (Parsons, 2007). Therefore, the organizational resilience is considered as a permanent target that is significant for performance during routine and emergency situations. There is a direct link between organizational resilience and competitiveness. Both the phenomena share similarities. The both prepare the organization to foresee future challenges and share information about the market environment and translate into environmental awareness per its impact on the organization. This trait is like the organizations ability to know its opposition and environment. Consequently, organizations can better prepare their systems and develop skills of their employees to effectively deal in a competitive environment.

CHARACTERISTICS OF RESILIENT INDIVIDUAL AND ORGANIZATIONS

The three important elements of Organizational Resilience: Product excellence, Process reliability and People behaviors (BSI Group, 2017). The organizational resilience model of BSI presents people and their behaviors as one of the important aspect of the organizational resilience. BSI's model is intentionally drawn as a constructive input circle. The effectiveness of the process creates product reliability and connects to the people behavior. This model looks at the continuing resilience which is based on the holistic abilities of the organization for addressing challenges and achieving prosperity.

Peoples' behavior plays a vital role in developing organizational resilience. A study was conducted on 40 children to understand resilience. The study recognized four characteristics that differentiate resilient and non-resilient people: problem solving capabilities, satisfactory perceptions, optimistic reinforcement, and strong faith. The findings of this study demonstrate that resilience is an ability that can be established intentionally. Resilient employees exhibit behaviors like, resourcefulness, and creativity for problem solving.

Several cognitive intellectual factors of employees contribute in creating organizational resilience. These factors could be achieved and imparted through deliberative training and human resource

management. The organizations need to develop clear aim, values, and vision that can contribute in the developing a positive and constructive positioning of employees and their roles as assets of the organization. The positive meaningfulness of organizations and their work enables the employees to respond in the crisis with robustness. The common outlook that empowers a firm to push ahead with adaptability is frequently a complicated mix of aptitude, advantage, inventiveness, and conclusiveness despite vulnerability. Organizational resilience relies on upon a capacity to conceptualize arrangements that are both novel and proper. Learned resourcefulness, cleverness, and creatively is required to needed to create unconventional responses to unique challenges.

Thirdly, resilience also depends on the development of valuable, repetitive and pragmatic habits that are useful in the first response to an emergency for example, the emergency evacuation drills teach employees on how to react in case of a fire and repetitive drills become habits.

Fourth is behavioral preparedness. It is taking activities and making speculations before they are expected to guarantee that an association can profit by circumstances that rise. Behavioral readiness likewise implies that an association intentionally unlearns out of date data practices and system. At long last, access to expansive asset systems is a key component in making logical conditions that bolster flexibility improvement (Lengnick-Hall, Beck, & Lengnick-Hall, 2011).

HUMAN RESOURCES MANAGEMENT AND HUMAN RESOURCES STRATEGIES

Today, businesses have already started to pay more attention to human resources policies and applications in order to achieve a sustainable competitive advantage and high performance in business operations. The human resources management concept has emerged from the idea of using human capital reasonably and efficiently (Vardarlier, 2015). The human resources department in a business serves in various ways and for different purposes such as increasing competition, managing of international business, technological innovations, operating in accordance with current regulations, monitoring union activities, ensuring ethical issues and the best practice versus best fit (Lojić, Škrbić, & Ristić., 2012). The human resources department is widely accepted as keepers of the culture (Zaidi, 2005) and the guardian of company values and principles fairly across the whole organization. Human resources professionals have strategic role when a crisis strikes; and, their preparation reduces anxiety throughout the organization. So, the human resources department has probably the most important role in an organization before, during and after crises. Human resources management is to deploy and use the optimum number of personnel in suitable posts and times in order to enable the business to reach its goals. In this way, motivation and job satisfaction of personnel will increase. Therefore, operational costs will decrease and profitability will increase. All of these processes and activities may be collected under the umbrella of human resources management (Uyargil & vd., 2010).

CONCLUSION

It is displayed in this paper that organizational resilience has a direct link with employee capacities. Organizational resilience is a learn behavior and training one of the important factor in learning and practices organizational resilience. Training and development is the most important component of any organization for maintaining its productivity, competitiveness and resilience. It is the building block in developing organizational resilience. The human resource experts assume an essential part in understanding the advantages of an association's ability for resilience. It is also clear that the association's ability for resilience is a multilevel aggregate quality rising out of the abilities, activities, and connections of people and units inside the firm. Representative commitments, HR practices, and HR arrangements are the essential incorporating instruments for accomplishing the collective resilience. Since resilience is produced after some time through connections and training therefore, resilience should be developed before any crisis and it should be strengthened through practice and learning from experiences.

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