Review of Literature on Effectiveness of Inclusive Training at Workplace

Dr. Ipseeta Satpathy, D.Litt, Professor
School of Management
KIIT University, Bhubaneswar, Odisha

Dr. B.C.M.Patnaik, Associate Professor
School of Management
KIIT University, Bhubaneswar, Odisha

Deepak Kumar Raut, Research Scholar
KIIT University, Bhubaneswar, Odisha

Abstract

The present paper is an attempt to understand the various dynamics related to effectiveness of inclusive training at work places. For this purpose secondary data was considered and the objective of the paper was to understand the factors that play an important role in inclusive training and undertake empirical study on effectiveness of inclusive training at work places. It is found that informal learning process, collaborative learning process, adoption to changes, technology and training requirement should be matched, cultural barriers, innovative work force models, workforce diversity plan, conducive environment in addition to others plays an important role.

Key words- Inclusive training, work place, work environment, skill enhancing

An overview

Every organizations runs with the help of effective workforce and they are the pillar of the organization. Even after the implementation of technology led growth, the dependency on workforce cannot be denied neither ignored. Over and above, organizations are increasingly implementing newer strategy so as to create a working environment acceptable to various diversified group of employees. It is a proven fact that if the employees are happy and motivated then it will automatically help to improve the organizational performance. There are two areas which help to guide the organization in this regard. Initially, the organizations should have an inclusive workplace where human rights such as fairness at the workplace, dignity, respect, equality and freedom are maintained. These are the factors which help to create a bonding between the organizations and the employees working for the organization. On the other hand there are issues like inclusive training which help both existing as well as new employees to remain attach with the organization in its own way. To understand the exact body of knowledge related inclusive training and its impact on workforce a diversified field of work has been studied.

Objectives of the study

- ✓ To understand the various dynamics of inclusive training
- ✓ To undertake an empirical study on effectiveness of inclusive training at work place.

Methodology

Secondary data was considered for the present study and in this regard various libraries visited for the collection of materials.

Review of litreature

Dike (2013) Workforce diversity is a major problem faced by most of the organizations. As employees are coming from various socio cultural backgrounds or from different organizations having different work culture, sometimes it becomes difficult for them to adopt the changes necessary to sustain in the new organization. Any change in policy also becomes difficult for them to remain attached with the job that they are doing. As a result of this, it may lead to ineffective workforce. Though, creation of diversified workforce has its own advantages, it won't work properly if proper monitoring and mentoring is not there. The major problem that most of the organizations are facing is related to **differential treatment** with the diversified workforce. If this persists then surely it will affect the organizational performance negatively. This is an issue which should be handled adequately so that employees are remained satisfied in the organization.

Serban (2012) The paper highlights the relationship between education and performance of the labour market. It is understood that skill development is an integral part for any organization and this can be possible with the help of adequate support for basic education and training. Lack of skilled labour force is often a problem for the organization as it restricts the growth. Either the organization or the state should take active participation in the **skill development programme** to match the sort falls if any in the labour force. Unless and until this gap is not met up, it will lead to create a long term impact on the organization as well as the economy as a whole.

Molina (2008) The report works on the concept of **developing a knowledge society which needs to be introduced** in any country or region. This is the right opportunity to adopt the changes that the society is looking for. Some of the key **components of knowledge society are basically related to innovation, learning of new technologies, applications, IT enabled services.** The ever changing globalized environment also makes the way to adopt new policies. This is true for the society as well as the organizations. As organization is part of the society, the new changing environment should become part of that. If needed there is a requirement for

change in leadership style so as to adopt the changes. These are the long term impact and the immediate benefits should be forgone.

Chia (2013) The authors focuses on the issue of workforce with disabilities in various organizations in Singapore. Providing training to employees is the most important part of organization policy. Smooth functioning of the organization mostly depends on the efficient workforce and it is the duty and responsibility of the organization to arrange the training for the benefit of the employees and subsequently for the organization as a whole. On the contrary, employees with disabilities are coming under special category. The authors developed three E – Model, viz. Empowerment, Emplacement and Employment so as to make them prepared for gainful employment in various organizations. Not only that, it helps to provide them more skills to adopt new changes that the organization may bring. So, it is the responsibility of the employers to **adopt necessary changes in the training module** and a separate mechanism may be developed exclusively for this group of employees.

Harumova (2016) The author described the concept of inclusive labour market as a solution for long term unemployment in Slovakia. Unemployment is a biggest concern in most of the developing countries and it directly affects the productivity and growth of the economy. The concept of inclusive growth should be developed in such a manner so that people should get the equal benefits from all aspects. The growth should be profitable and it should not be meant for a specific group, region and sector. The idea behind this concept is to create an equal opportunity for each and every stakeholder. In an organization, this concept can be implemented through an inclusive training model where workers can get adequate opportunities for work. Inclusive model thus**, help to improve the productivity and sustainability of the organization**. It also **helps to improve the performance of the employees.** The procedure if implemented for prospective employees or new workforce, then it becomes easier to bridge the demand supply gap that may exist in the labour market because of unequal distribution of skill development module.

Martin (2010) The paper examines the structural changes that are taken place after the industrial revolution. The changing demand of manpower and skill shortages becomes a vital issue. The authors also suggested that both Britain and Denmark able to identify the skill gap issue especially among the workers at the entry level jobs. Unless and until the problem is not addressed, it may lead to long term unemployment problem. Both the countries adopted the vocational courses which lead to create job opportunities especially at the retail sector. Though, in some of the literatures it is mentioned that the vocational training may not able to solve the industrial requirement of manpower with adequate skills, in reality the training helps to reduce the gap that exists. The differential treatment is also between the white collar jobs and blue

collar jobs can also be reduced with the help of **skill enhancement training** as adopted by the government and subsequently by the organizations.

Hyunh etal (2013) The paper discusses the issue of working poverty among the middle and lower middle income people living in various Asian countries like India, Cambodia, Vietnam etc. The empirical research suggests that though, there are certain loop wholes are there in the policy implementation still a continuous improvement can be witnessed both in terms of wages that the employees are getting as well as the skills that they are acquiring. Such is the situation that if the policy changes are not happening then a sizeable chunk of labour force may come into the category of abject poverty. Improved standard of living is a pre – condition for any kind of societal development and that can be possible by **upgrading the skill and knowledge** of the workable manpower. Changing demand of industry should be kept in mind and if needed some **changes may be incorporated in the educational policy as well.**

Choy etal (2008) The authors discussed the need for creating an **employee based training model**. The research analysed various employee based training model and proposed improvements in five of them. The authors divided these into various categories, viz. fast tracking of employee skills through apprenticeship, formation of high level vocational training, design of new skill sets and creation of alternative opportunities. First case is most effective when the organizations are witnessing immediate skill shortages in any specific industry or sector. Second case has a long term perspective and a continuous development agenda should be the priority. In the third case, focus may be given to nurture new skill sets which have a futuristic requirement. The new skill sets will definitely address the changing marketing environment and its demand for new set of skills from the existing as well as prospective employees. And in the last creation of alternative job opportunities for the youth segment should also be a continuous process as almost all the industry are going through business cycle process. Any ups and downs may not affect the people who are in real need of jobs. The improvised model may become an effective tool to develop an inclusive training model for the workforce.

McKay etal (2011) The author analyses the impact of government aided online training programmes both for government sector as well as corporate sector employees. The research identified that there exists some amount of barriers for both the sectors to adopt the changes that are being taken place through online training module. It is important to overcome these barriers as it fails to develop effective training environment. **Lack of motivation due to inadequate training manual and skill** may be the primary reason for this kind of failure. It is important to bring adequate changes in the system so as to bridge the gaps. Though, the government sector employees are getting some amount of incentives for these kinds of

programmes but the same is not there for the corporate sectors. This leads to demotivation and ineffective learning.

Onsomu etal (2010) The author focuses on the linkage between skill development and improved competitiveness of the country. The study covered 80 countries to judge the competitiveness parameter on the basis of certain factors. Some of the important elements like foreign direct investment, skill availability, manpower availability, basic education, technical education, changing technology are some of the dimensions which help to improve the competency as well competitiveness of the country. It is important to from the stand point of the government to **create the required infrastructure and environment** so that various organizations find it lucrative to do business. Unless and until new sectors are not open up it will not be able to create enough job opportunities. There should be a proper linkage between these two. Countries followed these mechanisms are in a better position as compared to others.

BBI Report (2011) The report discusses the issue of inclusive work culture and its benefits in the organization as a whole. An environment should be created in the organization which helps to grow unity, equity and positive atmosphere among the workforce. Creation of positive working environment is must as in each and every organization. But to create a positive working environment certain factors should be taken into consideration. The most difficult part is to adopt the changes in working style and working environment. The organizations which are able to **adopt the changes are in a better position** to act quickly in a changing environment. So, it is important to create a flexible organization which makes necessary adjustments in the working style. It will benefit the organizations as well as employees.

Dapper etal (2017) The authors analyses the impact of technological changes and manpower training in some of the selected companies in Nigeria. It has been observed that though, technology becomes one of the important ingredients in manpower development and training still most of the organizations in public as well as private sectors are not ready to adopt the changes. This may create a long term impact on productivity and efficiency of the organization. If the manpower is not skilled enough, it will affect the growth. It is important to identify the right mix of training as required by the employees and its implementation. **Technology and training requirement should be matched** and companies must invest in the new technology so as to bring necessary changes in the training procedure.

BBI Report (2008) The report is a case study on the disabled employees working in various organizations. It is identified that most of the disable employees have lower pay and less job security. This kind of discrimination actually affects the reputation of the organization. The organizations should look for alternative strategies so as to create a balancing environment.

Workforce diversity is another area which needs proper attention from the organizational policy makers. Under this approach each and every organizations should understand the **cultural barriers that the employees are facing** and it should be tacked adequately. Adequate training mechanism may be arranged to help the employees to understand the organization policies and functioning.

Bills etal (2007) The authors described the existing training system of American workforce vis a vis other industrial nations. It is authors observed that there is a need to emphasise on new training approach which can drive the growth further. The present setup focuses on the fact that most of the American workers acquire skills during their work life and through internal training process. This concept should be redefined so as to get the skilled workforce at the beginning. The existing training module may not be effective in the sense that the prospective workforce does not get adequate exposure in terms of existing demand of the market. Most of the American researchers are focuses on the issue of job training and subsequent improvement in wage bargaining. But this should not be the only way of handling the labour market skill development. Sudden need of training can only be implemented successfully provided the workers have basic skills and this should be related with the educational system that the country have. In most of the developed nations focus has been given on skilled enhancement training at the entry level but same may not be the case for American economy. This new system should be implemented adequately so that the workforce can perform in a better manner.

Report, University of Kentucky (2010) The paper suggests an **innovative workforce model** which can bring equity and sustainability in the organization. Since, the human resources are one of the important assets for the organization; it is the duty and responsibility of the organization to take certain measures which are innovative in nature. Investment in workforce development is a crucial decision and this should be done in a tactical way. Most of the organizations fail to understand adequate use of workforce and this becomes a burden in the long run. The concept of innovative workplace depends on the factors like, promotion of health and wellness, effective leadership and supervision, opportunities for learning and advancement, promotion of workplace flexibility, culture of inclusion, meaningful work, cultivation of team and social support and competitive compensation and benefits. These are the important dimensions which should be addressed by the organizations for the benefits of the employees.

NSW Report on Workforce Diversity (2012) The report prepared by NSW report was based in favour of **workforce diversity plan** which the organization should adopt. The report was focused on the issue of workforce diversity plan. Encouraging and motivating diverse workforce should be the primary motive of the organization as it will help to bring them knowledge diversity of the people coming from various socio economic and cultural backgrounds. For this

kind of organization where workforce diversity is already is in proper place, efforts should be made so as to bring necessary arrangements to train the workforce periodically. It should become the responsibility of the leaders of various departments to identify the diverse workforce who are committed and loyal to the organization.

ILO Report (2014) In order for disability inclusion in workplaces to be successful, it is also essential that companies can operate in a policy **environment that is conducive and enabling**. One frequent issue raised by companies is that they cannot find people with disabilities that have the skills the companies require. To address this issue, government policies on vocational education and training inclusive of students and trainees with disabilities, are required. Furthermore, to ensure adequate matching of job vacancies with the skills and ambitions of jobseekers with disabilities, effective employment and placement agencies as well as NGOs providing services to people with disabilities are instrumental. Further, DPOs and NGOs can assist companies in increasing awareness about disability issues among staff and thereby transforming mind-sets and attitudes of both employees and managers.

ILO Report (2012) The ILO report was prepared to design an inclusive skill development programme for the workforce of the Bangladesh. Like any other developing country, Bangladesh is also having a dedicated workforce available at a lower cost as compared to other countries in the world. Skill, knowledge and innovation are the three pillars for the success of the organization. With every passing year, every organization should adopt the changes that are being taken place. Existing skills may not be sufficient to meet the growing demand of the world market. Though, most of the foreign companies are investing heavily to outsource their production activities in Bangladesh, but skill shortage is a major issue facing by most of the production houses. This may have a long term terminal effect on the profitability part of the organization. It will also affect the compensations of the workforce. The report recommended strongly implementing the vocational and skill enhancement training to the existing workforce to deal with the issues.

Livingstone (2004) The research work was conducted on 400 Canadian nationals to understand the linkage between learning and work activities. The report defines learning as a process through which knowledge can be achieved with the help of individual capabilities or group activities. The report concluded that to get a gainful employment it is important to acquire higher education as it helps to improve the skill base of the individual workforce. But it is not the formal learning process which helps to improve the skill of the manpower, **informal learning process also plays an important role** in this regard. Informal learning sometimes becomes more active in an organizational set up where worker has the advantage of learning by

doing concept. Thus, both formal as well as informal learning should be part of the human resource development process as suggested by the report.

Kelly etal (2014) The article focuses on the concept of **collaborative learning process** to develop an unique organizational culture. In any organization development of an effective team for any kind of assigned job should play an important role. Team can only be developed with the help of active participation of both superiors and subordinates. There is a need to create a democratic working environment in the organization which can be termed as collaborative learning environment. It is expected that the new members may not have adequate exposure about organizational culture and its way of functioning. But the team may helps to make them understand the growing need of the organization system.

Concluding observation

The present study helped to understand the various dynamics related to inclusive training. This will help to undertake an empirical research. The various attributes identified are –differential treatment, skill development program, innovative learning and IT enables services, adoption of necessary changes in training module, improves productivity, skill enhancing training, changes in education policy, employee based training models, lack of motivation due to inadequate training manual, creation of required infrastructure and environment, informal learning process, collaborative learning process, adoption to changes, technology and training requirement should be matched, cultural barriers, innovative work force models, workforce diversity plan, conducive environment in addition to others plays an important role etc.

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