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The Role of Training and Development in Enhancing Employee Competence to Realize an Innovative and Efficient Organizational Work Environment

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Abstract: This study uses a descriptive qualitative research design with a stable model in the teaching process to develop innovative and effective work practices in the workplace. Innovation is the process of improving work according to the needs of employees. Employee training and development have become an important component of today's organizational strategy to achieve competitive advantage. By adopting a dynamic business environment, companies are encouraged to enhance employee competencies to remain relevant and competitive. If employees are encouraged to be creative and innovative, then innovation will come to fruition. It will become necessary when someone decides to engage in non-routine cognitive work. Learning and growth are very important among the many growth resource practices that help employees continuously enhance the knowledge, skills, and abilities necessary for innovation. It is important for organizations to focus on developing innovative behavior among their employees in order to drive innovation. Employees are not always supported by their employers to be innovative and to understand the importance of innovation as well as the need to learn the skills that are prerequisites for innovative work. All of this shows that structured learning programs tailored to the field can enhance students' technical abilities, mastery of soft skills, and work ethic. In addition, the continuation of development has proven to have a positive impact on the overall performance of the organization. This conceptual model explores how non-routine work can be effectively accomplished through innovative work practices.

Keyword: Innovative Behavioral Skills, Innovative Work Behavior

INTRODUCTION

Among various management disciplines, Human Resources Management emphasizes the importance of organizational effectiveness. The management of human resources is a process that begins with recruitment and ends with employee training. Numerous tasks are carried out by the manager of the workday for the development of employees, including recruitment, selection, training, employee development, orientation, employee training and development, employee performance evaluation, employee compensation and benefits, employee motivation, fostering positive human relationships, ensuring employee health and well-being in accordance with work policies, and so on. Among the above functions carried out by the manager of the day-to-day development, providing training Employee training and development is one of the main functions of Human Resource Management. Training and Development accommodate organizational effectiveness by enhancing employee performance and increasing productivity. An organization must balance the costs, time, and resources involved in training and development as an investment against costs.

In the current scenario, organizations want to stand out in the marketplace. They want to be different and unique from their competitors and engage customers with new products and services so that, ultimately, their organization will be more successful than that of its competitors. Innovation is the underlying principle that drives every organization to become more independent of its peer group. Innovation assists employees in increasing their productivity through the development and implementation of innovative processes and the improvement of organizations through innovative products and services. One of the most important factors that helps in creating innovation and establishing innovative work practices at the workplace is training and development.

Expertise within the workforce is a crucial element in determining the success of an organization. In the increasingly competitive business world, organizations are expected to have high-quality, creative, and innovative human capital. The training and development process is considered essential for developing those competencies. The training provides relevant knowledge and technical skills, while the development process emphasizes a more holistic approach focused on increasing the employees' potential in a methodical manner.

The study conducted by (Rosmayati et al., 2021) found that organizations need to address the need for training related to changes and the rise of internationalization in the industrial sector, a wide range of national borders, and diverse work scenarios.

Organizational innovation possesses the ability to improve organizational performance by reducing transaction and administrative costs, increasing employee productivity at work, and providing access to resources that cannot be exploited or reduced. Work ethic, employee productivity, shift work, and business unit profitability. Every factor that humans experience in this way maintains the primary focus on work productivity and organizational effectiveness. The system's output is the result of correction. In other words, the ahli theory has identified five strategies to reduce organizational effectiveness: goal models, sumber daya systems models, process models, multiconstituency models, and sagging nilai-nilai strategies.

As a result of rapidly advancing digital technology, employees are experiencing work-related challenges such as creativity, interpersonal conflict, or peer pressure. Digital technology can help increase employee productivity in this work environment by enabling them to communicate ideas and thoughts more quickly and accurately. This type of work is more intense in non-routine situations. On the other hand, physical labor-intensive jobs like assembly lines or warehouses, as well as those requiring a lot of manual labor, are being replaced by new technologies. For example, the emergence of industrial robots and robotic arms that can automate assembly lines or reverse engineer documents would eliminate the need for professional judgment while carrying out these tasks. The development and instruction in this area need to be closely monitored by organizations since human dignity is a very important factor that cannot be replaced by anyone.

In this era of rapid change, businesses must ensure that employees have the necessary skills to handle new challenges. The two main components in developing this competency are training and development. The training focuses on improving technical skills that are needed to carry out daily tasks, while the focus is more on developing each person's potential for long-term goals(Zeuch, 2016). In this context, qualitative descriptive research is highly relevant to illustrate how this process is carried out within organizations and its impact on employees.

METHOD

This study uses a qualitative descriptive method by creating a simple model in the development of training to foster innovative and effective work in the workplace, where the researcher focuses on data collection through semi-structured interviews with managers and employees. This method is preferred because it allows researchers to describe data and sample distributions in a more realistic and natural way. The process of conducting data analysis involves analyzing the themes that emerge from the questionnaires, which are then refined to provide a descriptive overview of the training and development strategies employed by the company.

RESULTS AND DISCUSSION

The analysis and development are defined as a type of research methodology used to produce a product and assess the efficacy of the research product. Additionally, training has an effect on employees' work habits that, over time, help them perform well at their jobs(Sugiyono, 2018) . The implementation of training and development programs aids in resolving conflicts between students and teachers, as well as between students and teachers. With effective training, the application (transmit) of technology and human resources that results from the substance enhances employee performance and negatively impacts employee job satisfaction and organizational loyalty. Merely encouraging work-related learning can help employees develop a commitment to their work. Learning and development must create innovative work throughout each employee's career. According to research, training and development produce a variety of employee attributes, such as innovative work practices, effective commitments, teamwork, and the ability to resolve conflicts, all of which eventually undermine employees' ability to increase their productivity and work-life balance. The attributes of the trainees that are obtained during the training program are displayed in the

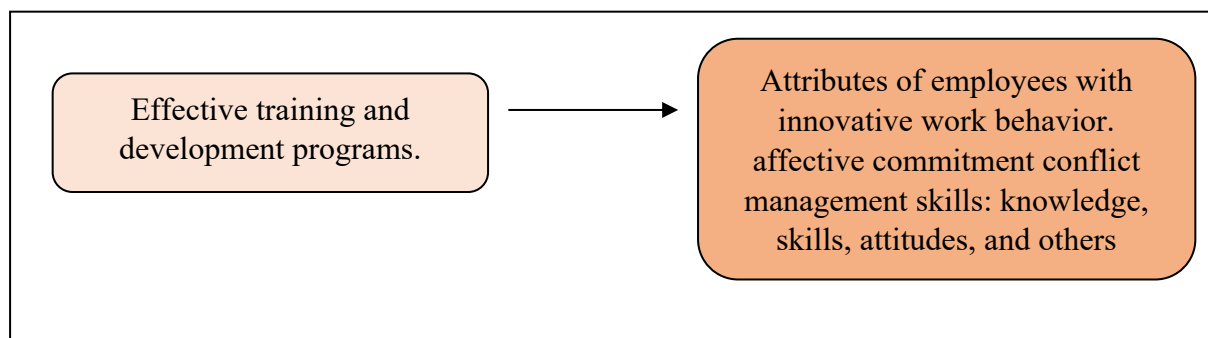


Figure 1. Employee attributes acquired through effective Training and Development

By emphasizing the attribute above that is obtained through training and development, this study highlights the importance of innovative work practices among employees. Innovation and Innovative Work Practices are defined as practices related to developing and implementing original and creative ideas. Innovation is the key to business; organizations

need to have innovation to grow their workforce. Training and development help employees and organizations have innovative work practices. However, businesses strive to provide appropriate training and development that just focus on tools and processes and are not suitable for creating innovation. A day with an innovative focus can be determined through instruction and in accordance with what (Tamsuri, 2022). Instructors and trainees need to develop innovative work practices for employees. When organizational structures team are organic and employees are focused on achieving positive outcomes in innovation and innovative work practices. To enhance innovation and innovative work practices in employees, training and development are the best practices. Employee innovation inside a company is undermined by employees who are overly dependent on technology, particularly in terms of work-related technology and knowledge sharing. The factors that contribute to innovative work include organizational culture and work environment dynamics, intrinsic and extrinsic motivation, proactive behavior, supportive environments and networks for innovation, managerial practices, problem-solving techniques, and connections with coworkers. Innovative training, effective teaching methods, and well-trained employees can all negatively impact innovative work performance. Innovation is one of the key elements that helps organizations stand out in the marketplace, have a competitive advantage, respect customer expectations, and be aggressive in the marketplace. Creativity in technical training helps organizations develop innovative staff members who eventually contribute to innovative organizations.

Training emphasizes the importance of creativity and innovation. Organizations must take action to ensure appropriate training interventions are implemented. It is explained that human capital is being developed through education and training, which has a positive impact on organizational innovation by fostering employee morale, self-discipline, learning motivation, and social capital development. Training interventions focused mostly on soft skills (behavioral and professional skills) and technical skills have a positive impact on innovation (Rostini et al., 2023).

For the purpose of fostering innovation and innovative work practices among employees, effective training programs should prioritize various activities that address creative and innovative thinking that is challenging. This makes it possible for organizations to have competitive advantage and to act quickly. As said in the analysis of the requirements for instruction, which is carried out in three stages; At the operational level, a needs analysis determines the type of needs analysis that employees require in order to carry out their work in an efficient and effective manner. When employees perform their work effectively, they can be trained to perform their work in an innovative way. Tasks can be classified as either non-routine (manual and cognitive) or routine (manual and cognitive). This conceptual study aims to investigate the critical role of innovative work practices in achieving consistent work results. Additionally, work can be classified as both analytical and interactive (or interpersonal).

Analysts' duties include data analysis, creative interpretation, and interpretation of information for other people. Interactivism's duties include managing relationships (building and maintaining relationships) and mentoring (building, motivating, and teaching others). In order to carry out work, certain skills are required, such as abstract reasoning, system analysis, teamwork, and experience-based learning.

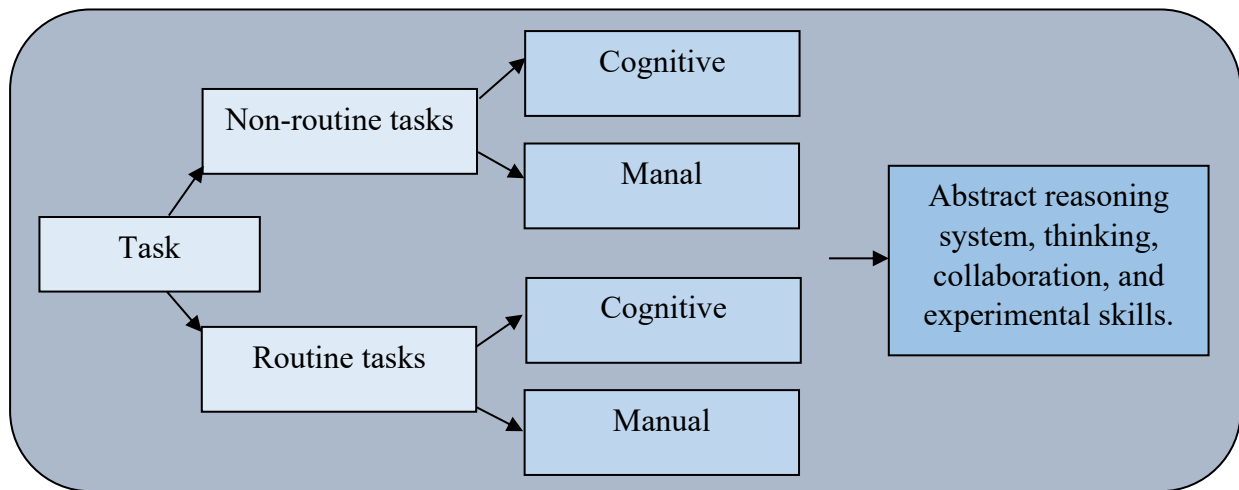


Figure 2: Framework of Innovative Skills

The skills needed to become innovative in the workplace include being adaptable, having a diverse range of interests, being empathic, having self-awareness, being focused, having emotional intelligence, being committed, learning from mistakes, having good communication skills, having a high level of self-esteem, being pro-active and perseverance, being kind and compassionate, and having social skills. Non-routine events are events or activities that happen unexpectedly because of this; for this reason, household chores and security measures may not be fully understood or recognized by those who will be performing the tasks.

Even if there are certain jobs that can be completed by machines, most major jobs are performed by people. When employees are trained and developed effectively, it may be possible to carry out non-routine work in an effective manner if there is a learning culture. Innovative employee training is crucial for organizations to become market leaders.

As technology continues to advance, labor laws can help employers better understand their employees' needs. Effective and consistent social security systems, which strengthen public education systems and reduce social anxiety, can help protect employees from exploitation and enable them to take on new jobs as a result of technological advancements that will eventually catch up with the advancement of labor standards, including the need for employees to have certain skills.

The implementation of this training can benefit various parties, especially in creating an even better organizational work environment, such as:

1. Training Building Skills Relevant to the Demands of the Times

Learning is not a simple process of imparting new knowledge. This is a strategic approach to enhancing the relationship between existing competencies and the needs of the business in the future. For example, training on digital technology and business ethics is quite important for many companies that are transitioning to digital. With training tailored specifically to employees' needs, businesses may develop more innovative, productive, and adaptable workers in response to changes.

2. Development Shaping Future Leaders and Refining Soft Skills

Development is the amount of success or failure in achieving an organization's goals. Three fundamental concepts related to building can be understood by understanding the following: Primarily, the success of an organization rests on its ability to utilize a flexible and expensive day-to-day resource to meet its objectives and activities. Second, the systemic perspective of the organizational structure composed of various units that are consistently sensitive and perceptive. Finally, evaluating human, individual, and group performance, ensuring organizational goals are met. The development of human capital

involves the utilization of resources such as time, knowledge, and skills to adapt work environments to the demands of the workplace. One of the most important things to do while teaching employees is to increase their ability to provide assistance to the general public. In order to complete tasks or exercise employee responsibility, skill is required, therefore a certain type of work is not should be carried out well(Aini, 2024). While the focus of instruction is on technical skills, development is more holistic. Development has the ability to uncover their full potential, be it managerial ability or personal innovation. Employees that are placed in mentoring or coaching programs typically have higher self-esteem, are better at tackling new challenges, and have more self-awareness. In addition to this, successful employee development programs can produce long-term leaders who can help organizations achieve long-term success.

3. Double Effect Training and Development as a Driver of Productivity and Loyalty

In addition to increasing employee productivity, training and development also have a silent negative impact on employees' work ethics and loyalty. Employees that show signs of weakness are supported and encouraged by the company through a more gradual development program, which leads to more consistent and motivated work output. In a few cases, companies that prioritize employee development have been successful in increasing retention and developing top talent.

In this way, if employees possess high innovation skills, they will perform well in their assigned tasks and will also be helped by good training and development opportunities provided to employees. Consequently, employees will be able to provide the best possible work results for any organization.

CONCLUSION

Training and development play a crucial role in improving employee work performance through innovative work practices that support employees in achieving non-routine tasks in an efficient and innovative manner. Regular work tasks are those that employees don't always do or complete for the first time. Effective training programs not only increase employee technical proficiency but also foster self-awareness, innovation, and motivation. Gradually, this growth allows employees to continuously adapt to changes in the business environment, which eventually raises the competitiveness of the organization in the global market. Due to this, businesses that engage in training and development don't just create competent employees; they also create a foundation for long-term success.

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