INCLUSIVE TRAINING IN MANUFACTURING INDUSTRY: A REVIEW

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ABSTRACT

The concept of inclusive training at workplace is relatively new in countries like India. Traditional training method always plays an important role to improve the performance of the workers. It is understood that there is a genuine requirement to implement the workforce training in most of the organization due to changing business environment. Workers also need to improve the skills, as it will affect the productivity in the end. However, the existing system of workforce training is not sufficient to fulfill the market demand of manufacturing sector. Today market is more dynamic so is the customer. To meet the expectations, it is important to make necessary changes in the organizational policies as well as its workforce training in the manufacturing sector. Creation of inclusive workplace is one small step that is being realized by most of the organizations in the world. Inclusive training is part of that process. Before implementing inclusive training programmes there is a genuine need to understand whether the organization is equipped enough to adopt the changes that they are willing to make to train their employees. Therefore, before going into the details of inclusive training programme it is important to understand the concept of inclusive workplace in manufacturing sector.

Keywords: Inclusive Training, Productivity, Work places and Manufacturing sector

1. INTRODUCTION

1.1. Background of the study

What is inclusive workplace? This is a genuine question, which needs to be addressed at the beginning. According to Equity & Human Rights Commission [1] “An environment where everyone is treated with dignity and respect, where the talents and skills of different groups are valued and where productivity and customer service improves because the workforce is happier, more motivated.” This definition is clear enough to understand the meaning of inclusive workplace. In one of his work Miller [2] defined inclusion as the process through which every employee are allowed to participate in every single decision making process and contribute in the organizational development. Holvino, Ferdman, and Merrill-Sands [3] defined inclusion as active participation of both group and individual members with equality. Roberson [4] mentioned that inclusion is removal of all the obstacles, which the employees are facing in their day-to-day organizational activities.

Most of the new age organizations understand the importance of inclusive workplace and the value that they are supposed to get from this diverse workforce. There are certain benefits that the organization is getting by promoting workforce inclusion concept. Among the major benefits that the organization is, getting is that it is able to attract new talent, retain productive and committed staff, creation of larger customer base that are not familiar with the company or its products and is able to create a new work culture, which can accommodate employees and customers of diverse groups. Most of the organizations are having problem of attracting and retaining talents in the workforce. If the work is not challenging enough or it suffers from lack of innovation, then there is a chance that some of the employees may look for better options. If the workplace is inclusive, then employees from diverse background can share their knowledge and expertise. Since, they are coming from diverse socio economic background this will also help to understand the consumer market. This strategy becomes helpful for multinational companies when they are operating in different countries. Understanding local demand or localization of global business is an important criterion to remain competitive in the market. If the employees of diverse background have the understanding and knowledge about the market, then it becomes much easier to understand the local market and adapt the local market conditions.

2. RESEARCH OBJECTIVE

To understand the various dynamics of inclusive training in manufacturing Industry.

3. METHODOLOGY

Secondary data was considered for the present study.


Dike (2013) has stated that workforce diversity is a major problem faced by most of the manufacturing 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. Because of this, it may lead to ineffective workforce. However, creation of diversified workforce has its own advantages, it will not work properly if proper monitoring and mentoring is not there. The major problem that manufacturing 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 issue should be handled adequately so that employees are remained satisfied in the organization.

Serban (2012) has highlighted on the relationship between education and performance of the labour market in manufacturing sector. 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, it will lead to create a long-term impact on the organization as well as the economy as a whole.

Molina (2008) - this 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 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 to adopt the changes. These are the long-term impact and the immediate benefits should be forgone.

Chia (2013) - has focused on the issue of workforce with disabilities in various manufacturing 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 to make them prepared for gainful employment in manufacturing 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) have 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 every stakeholder. In manufacturing 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 manufacturing organizations. 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.

3.2. Review of Literature in the context of Organizational Requirements in manufacturing industry

Hameed etal (2011) have discussed the employee development procedure through inclusive training and its effect. Authors have identified that employee performance will effect on organizational effectiveness in several ways. Diversity can deliver many probable advantages
to the organizations. Inclusive workplaces considered by helpful leadership and authorized employees is required to interpret the improvements. It has been contended that if employees feel comprised, the company will increase work attendance. If organizational culture supports their employees positively, it will inspire employees to contribute in the decision-making system and for that, organizations will be profitable. It has been suggested that organizations should invest properly to give training all the employees are engaged in. In this way, employees should gain knowledge, skill, which they can use for the development of the organization.

Borate et al (2014) have discussed about the evolution of inclusive training among the employees and effectiveness of this kind of training program. In today’s world, many corporate are focusing on inclusion only in terms of making confident that the workplace is comfortable for employees from all of the backgrounds. Inclusive training and development can be a positive impact from the view of manufacturing organization. Proper training always helps the employee to be acquainted with the process of organization, work content, significance and consciousness about the work allocate. In the paper seven hypotheses has been taken which was related to training effectiveness. It has been concluded that training make employee’s perfect. Proper training can make bond between them and with organization, which ultimately will be the gain for the organization.

Rahman et al (2013) have discussed about the employee perception through effective and inclusive training program of some manufacturing units. It has been said that the sustainability of any organization is depended on their workforce, the knowledge of the workforce and their behaviour and work culture. In every organization, collective combination of differences and similarities between the workers can be seen. If diversity is taken into account, it has been stated that it includes race, gender, physical abilities, age, and body type. To improve the talent management strategies more companies now understand the issue of diversity in workplace. In a proper workplace culture, everyone should be treated with respect and decorum. According to the author, it has been stated that the training methods, which now the manufacturing units are using, is ineffective and not properly maintained and scheduled. It was recommended that training objectives and contents should be communicated properly to the employees; it should be arranged in an appropriate place where each employee can attend.

Olaniyan et al (2008) have examined that self-training and development is a vital tool for organizational effectiveness. According to the authors, staff skills need to be improved for organizations to grow. And inclusive training is also needed to remove the diversification in any organization. Inclusive training means when every single person in the organization is valued, heard, respected, authorized, and feels. Diversity is a key characteristic of entrepreneurialism. Without diversity and inclusive training organization could not achieve the goal and discernible change. It has been said that diversity can provide many positive compensation to organizations. Positive outcomes incorporated job satisfaction, contentment with co-workers, organizational obligation, and job occupancy. Proper training will increase productivity, quality of work. It has been recommended that for manufacturing organization to succeed, training and re-training of all employees in form of workshops, conferences and seminars should be dynamically followed and made essential and unavoidable.

Nandikove et al (2017) have tried to identify the effect of human resource management practices and procedures of inclusive training on employee performance in sugar industry in western region of Kenya. Here in Kenya diversity workforce is considered in different ways according to the level of analysis. Recruiting from a diverse pool of candidates means a more qualified workforce. Employees who feel that their say is heard at work are more likely to experience empowered to execute their work. To keep employees motivated HRM practices
should be properly maintained in the organizations. Proper HRM practices allow organizations to optimize

3.4. Review of Literature in the context of Technology and Need for Inclusive Training

Brum (2007) has discussed about creating more inclusive workplace through using technology. Technology has been shown to participate as an important role in creating more inclusive workplaces, and it acts as a unifier and foundation of information about inclusion efforts, while providing much needed simplicity and transparency across the workforce. The training industry as a whole has shown significant growth throughout the years. The role of technology is increasingly facilitating the persons with disabilities in access to lifelong education, skills development, and employment. A number of new technologies are making significant contributions towards removing the barriers to inclusivity that still persist among the work culture in the manufacturing organizations. It has been suggested by the author that the situations are coming now where corporate will have to consider updating their policies and procedures accordingly to enhance the use of technology among the workforce.

Vijayabanu et al (2012) have done a study on efficacy of employee training and need of technology in the workforce to maintain diversity and inclusive training. Technology is proving to be a precious tool to create a workplace environment promoting inclusion of diverse employees. An inclusive culture involves the full and successful combination of diverse people into a workplace. They include both formal and informal policies and practices, and involve several core values. It has been suggested that to avoid the unconscious bias during recruitment company can be used social media platform to advertise the roles, online gaming to assess decision making skills, screened videos as an alternative of resumes using AI to evaluate softer skill of the employees having disabilities. When workers with disabilities experience the benefits of an inclusive culture, they will be more satisfied with the job and in that order will become more loyal to the organization and performance of that employee will be increased.

Anand (2008) have given a retrospective view of corporate diversity training from 1964 to the present. It has been said that over the past 30 years diversity training has become common practice in the corporate ground. The purpose of this research paper was to provide an historical background for diversity training in corporate America and to highlight the purposes of the diversity training experiences of two corporations such as Sodexo, Inc., and Hewitt Associates. It has been incorporated that there is a propensity to group any training that is associated with race, gender, ethnicity, or other demographic difference is stated as diversity. According to the author, it can be noted that diversity learning should be integrated, ongoing, relevant, and applicable. Diversity training still faces a number of issues such as the absence of effective measurement tools, acquirement clarity on desired outcomes, and effectiveness of technology driven methods. Author has said that tough it is very important for present work culture diversity training is still lacking and big corporate should come forward to make this effort technology driven.

Khanfar et al (2014) have identified that organizations with a diverse workforce and an inclusive work environment are better equipped to assemble the demands of today’s energetically changing, digitally driven business world. By challenging existing conventions and practices, company can find innovative ways to improve collaboration, intensify the performance, and stimulate a huge lucrative growth. The paper has indicated that only having a diverse workforce would not enough to nourish innovation and intensify the performance of the organization. Many more companies are turning into e-learning solutions for diversity
training. Tech-savvy employees are far better position to retain the job than the other group of employees in the organization.

S.N (2013) has done a study on the effectiveness and importance of the training in respect of employees’ performance in diversified organization. The main objective of the paper is to know the training impact on the employee performance in the organization. It has also tried to understand the training function, requirements and benefits of an employee’s capability in the manufacturing organization. Training improves efficiency and productivity of between the employees. A fully inclusive workplace needs to be fashionable, up to date, and universal in design. Disability-specific accommodation for the specially challenged employees will also be needed. Technology based communication devices produce more inclusive workplace towards the specially challenged employees. They may feel needed by the company, if their employers are willing to invest time and money into their learning experiences. As employee motivation is very important for better performance, it has been suggested that regular training is also important for the employee to perform better.

Dostie (2014) have created a relationship between innovation, productivity and training in his research paper. According to the author, inclusive technology covers a very broad area of need and it is an energetic with new and emerging technologies providing opportunities for users of diversified working environment. Technology has been shown to play an important role in creating more open and inclusive workplaces. Inclusive Technology can play a vital role in supporting trainees and workers in completing the tasks involving reading, writing, research, study, planning and organization and many other tasks. Businesses must locate the talent to use in order to get the full assessment a diverse workforce recommends. It has been told that organizations are recognizing the greater role of technology in leveraging the diversity in the workplace. Learning laboratories give the employees a venue for practicing leadership skills and it will help the employees to acquire more knowledge.

Zwick (2011) have discussed that training of older employees is less effective in his discussion paper. It has been stated that older employees mainly want to match their resources to external demands whereas younger people primarily struggle for gains. An older person gives more focus on maintenance, gathering of investment returns, and the avoidance of losses. This paper shows that the efficiency of training in communication and management is more effective for older employees than training in information technology.

4. CONCLUDING OBSERVATION

Therefore, the above discussion indicates the rationale for inclusive workplace with the help of diverse workforce. Most of the literatures in this filed had contributed towards development of inclusive workplace. They also focused on the importance of developing this type of workplace. Diverse workforce is also another area of discussion that often found in most of the literatures. But there is a missing link. However, most of the existing research already discussed the need and significance of inclusive workforce but it is remained silent on creation of inclusive workforce through training and development. There are other way options. Nevertheless, the scenario may be different if instead of traditional training module or training programme for employees, if there are any options adopted by the organizations to improve the performance of employees.

5. NOTES


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