

Impact of Training and Development Programs on Employee Performance

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Abstract- Training is becoming one of the most important functions that has real impact on an organization's performance. The aim of this study is to discuss the training method to maximize the performance of employees. The main findings of this research is that there are several training methods which are used to enhance employee performance. Based on the significant result, several new methods are suggested for better employee training. The main contribution of the proposed solution is in creating new methods which provide employees with practical training to enhance employee performance and save on organizational cost.

Index Terms- Employee training, employee performance, organizational performance, training design, delivery style.

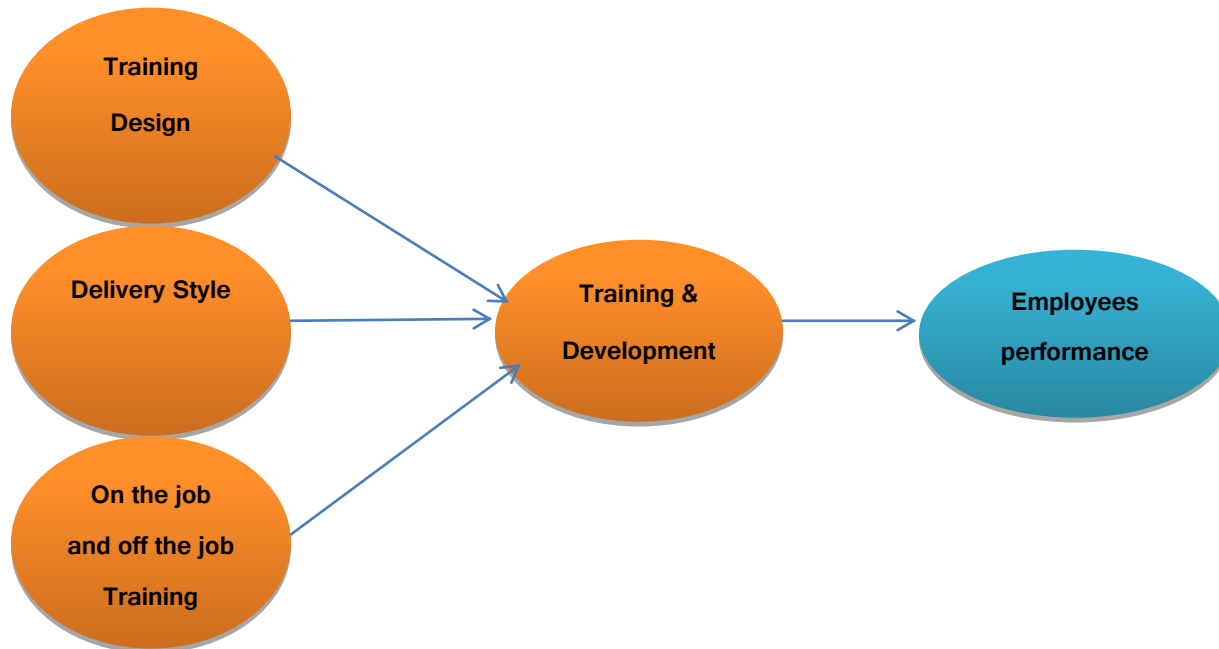
I. INTRODUCTION

Training has become one of the necessary functions in most organizations, as training leads to superior performance in the same field and is an important part of human resource department as it has a significant impact on the success of an organization through enhancing employee performance as well as, organizational performance (Azara Shaheen et al., 2013 and Nelson Jagero et al., 2012). It is crucial for firms to use appropriate training design and delivery style to enhance employee performance. In order to achieve effective training outcomes, organizations should identify a training design(s) that is in accordance with the needs of its employees. (Raja et al., 2011, Ameerq-ul-Ameerq, Furqan Hanif, 2013, Afshan., et al 2012 and Aidah Nassazi, 2013). Effective training programs help an

organization to increase employee output and enhance actual performance (Ameerq and Furqan Hanif, 2013). In addition, results of effective training leads to increased organizational performance, which will be of more benefit to human resource managers and its policy makers, decision makers, as well as the government (Aidah Nassazi, 2013). Employees with effective training will possess better opportunities to acquire more new knowledge and skills, as well as competence. Therefore, they will be more able to perform tasks effectively and with better quality (Anam Amin., et al 2013 & Mubashar Farooq and Muhamamd Aslam Khan, 2000). On the other hand, training is costly and managers believe that training is necessary only for poor performers which need to be trained in order to save money which would otherwise be spent on unnecessary training. What training does is to correct an actual problem which occurred during implementation of a task(s). The problem is a result of an actual lack of skills or knowledge or both. However, training and development (independent variables) are used to increase employee performance and productivity (dependent variables). The main aim of this study is to discuss several training methods which can be used to increase employee performance, a comparison between various methods are given which leads to some recommendations to enhance employee performance as well as improve their skills and knowledge to contribute to enhancing organizational performance.

II. LITERATURE REVIEW

A. THEORETICAL FRAMEWORK



B. TRAINING

Training is the method or manner used to build abilities and enhance employee skills and knowledge by providing new information for them to perform their job efficiently (Jagero et al., 2012). Muhammad Aslam Khan (2013) claimed that job training, training design and job delivery style are three of the most significant factors in organizational studies as they contribute to increasing employee performance. Employee training is crucial in order for the organization to have a competitive advantage over others in the working field (Armstrong, 2000). Training of employees would result in an increase in productivity and economic growth, as it has a significant effect on the ability of the employee to perform his job effectively (Anam Amiet et al., 2013). The most important function in human resource management is training, as it helps support new and existing employees and provide them with new information which help in implementing tasks at the workplace (Azara Shaheen et al., 2013). Nowadays, all organizations consider training to be a necessary factor to get more profit as compared to others (Ameeq-ul-Ameeq & Furqan Hanif, 2013). Without training, employees cannot develop new skills and information to accomplish their tasks (Amir Elnaga & Amen Imran, 2013). Training is essential to increase employee performance and provide them with new information and skills (Afshan Sultana et al., 2012). Training is an important aspect to enhance the employee attitude, skills and abilities (Mubashar Farooq & Muhamamd Aslam Khan, 2000). Training plays an important role to firms seeking to get a competitive advantage so as to secure profit (Brum, 2007).

C. BENEFITS OF TRAINING

The major goal of employee training is to enhance and improve skills, attitudes and knowledge in order to higher performance and productivity. According to Cole (2002) the

foundation stone for human resources management is training as it can be of immense benefit to the organization and individuals, in the short and long term. Some of the benefits from employee training are: firstly, enhances and increases the quality and ability of employees toward work related tasks, and eventually achieve change management - for instance, increasing new skills and information which lead to better understanding among employees. Secondly, training program provides the possibility for employees to upgrade their allowances, including enhanced safety and security at the workplace which could lead to reduced employee turnover. Thirdly, one of advantages of training is the reduced cost and time because a well-trained employee will be able to achieve tasks within a shorter period of time and with minimum cost. Finally, training helps employees to enhance their morale and motivate them to perform tasks easily.

D. HR TRAINING NEEDS

Brown (2002) noted that,needs assessment in training is fundamental and should be a continual process in order to determine the types of training which can help an organization to achieve its goals as compared to some organizations which implement training directly without needs analysis which usually leads to spent cost and time but without attaining the actual benefits of training. The following statements below can answer the question as to why needs analysis is important for human resource management and must be conducted before training programs. Firstly, focus on the weaknesses in the organization. Needs analysis can help identify these problems and thereby makes it easier to identify appropriate training to achieve specific target situations rather than random training. Secondly, to provide comprehensive information on needs. Most trainers conduct a needs evaluation before a training program with the aim of providing effective training.

Finally, to ascertain the cost and benefits. Some managers spend \$10,000 to solve problems costing \$100,000 per year. Needs assessment can help identify the cost benefits of training. Therefore, most organizations apply needs assessment to determine poor performance and problems so as to ascertain the cost of training needs. Needs analysis help professionals and line managers in the human resource department to pinpoint organizational problems and poor performance so as to apply appropriate training to enhance organizational targets. Investment in training depends on the skills and vision of HR managers to increase the knowledge levels and skills of employees to help them achieve better performance.

E. TRAINING AND DEVELOPMENT METHODS

According to Nadler (1984) in order to achieve present and future goals, human resource managers must focus on human resource development behavior, so as to enhance employee performance by equipping them with new abilities and skills to perform their jobs. Some employers believe that training activities conducted for employees during work at the workplace provide some benefits to them such as uninterrupted work flow so that these employees are able to achieve desirable goals at the workplace. Employers also believe that there are some benefits from training employees via outsourcing for instance, access to expertise and improving organizational efficiency. McKimm et al. (2003) stated that new methods used in training employees have become less formal and more effective in terms of delivery and accuracy of information conveyed such as identifying problems using video teaching and web based learning.

F. PERFORMANCE

Performance is a necessary factor, as it is related to determining productivity and is referred to as behavior applied in the work place (Armstrong, 1995). According to Kenney et al. (1992) there are many measures used by an organization in order to attain efficiency in performance such as quality, efficiency, ability, productivity, profitability and effectiveness. Draft (1988) argued that most managers of organizations pay more attention to achieving a high level of performance. Moreover effective management must focus on the process of employee performance in order to ensure effective output by the employees. The primary aspect in training goals is to achieve a high level of performance and to enhance employee satisfaction in the workplace, in addition, the best training is to unify efforts toward achieving organizational goals (Muhammad Usman Muzaffar et al., 2012). Mathis and Jackson (2009, p. 324) noted that positive relationships between performance and quality & quantity is the efficiency of goods and service and to produce products effectively. Besides this, performance is the standard which depends on somebody completing a task. Smith and Mazin (2004, p. 42) stated that performance management is identifying strengths for enhancement and addressing weaknesses to increase performance levels so as to achieve organizational goals.

G. TRAINING EFFECT ON PERFORMANCE

Employee training plays an important role in developing performance and achieving high level output thereby leading to increased company strength in the competitive marketplace

(Nassazi, 2013). There are differences between organizational performance and employee performance. Purcell, Kinnie and Hutchinson (2003) and Harrison (2000) perceived performance in terms of employee performance. However Guest (1997) and Swart et al. (2005) viewed performance as an organizational performance as a whole. There is a strong relationship between employee performance and organizational performance when increased employee performance leads to increased general organizational performance and therefore, employee performance is a function of organizational performance. Training programs play a significant role in increasing levels of employee competencies. Therefore, there are levels of skills, knowledge and abilities for employees to enhance in future which would lead to the attainment of effective organizational performance. (Wright & Geroy, 2001). Training is an attempt to provide benefits to help employees to enhance their abilities, knowledge, behavior and competencies in the workplace in order to achieve organizational goals. (Appiah, 2010; Harrison, 2000; Guest, 1997). Wright and Geroy (2001) claimed that effective training programs are important to increase employee competencies, it also contributes to enhancing knowledge, skills and necessary information for future jobs thereby achieving desirable organizational performance. Pigors and Myers (1989) stated that effective training contributed to increased employee satisfaction and reduced absenteeism and turnover thereby increasing the feeling of comfort amongst employees leading to a sense of achievement for employees to develop their inherent abilities. Early planned training by trainers for trainees will help achieve desired benefits easily. Therefore, Kenney and Reid (1986) stated that the aim of training is to improve job performance, and planned training contributes in enhancing effective performance for employees.

III. RELATED WORK

There are numerous studies which used training to enhance organizational performance. Raja Abdul Ghafoor Khan et al. (2013); Ameerul-Ameeq and Furqan Hanif (2013); Afshan Sultana et al. (2012); and Aidah Nassazi (2013) viewed training design and employees who received training as the main factors for success in organizational performance. Raja Abdul Ghafoor Khan et al. (2013) mentioned that organizations can enhance employee performance through four ways which are: training design, job training, delivery style and development. These ways contribute to increasing employee performance. Ameerul-Ameeq and Furqan Hanif (2013) also stated that training is the most important part in influencing employee performance directly as it has a significant effect on overall performance as well as enhancing efficiency among employees toward achieving specific goals. This study noted that employees without training cannot achieve specific tasks as well as with training as it can improve the skills of employees to help them achieve desired goals. In addition, rationally designed training programs have a significant effect in meeting organizational needs including assessment on the results of training in order to achieve organizational goals. Some organizations seeks to meet their training needs in haphazard ways thereby making it difficult to identify their actual training needs (Afshan Sultana et al., 2012). Aidah Nassazi (2013) noted that training has a strong effect on

organizational performance at different levels, as it can help decision makers, human resource managers, academic institutions as well as the government. The training of employees can bring positive results for the organization through improved performance to achieve its goals successfully. Nelson Jagero et al. (2012) and Azara Shaheen et al. (2013) found that there is a linear relation between job training and employee performance in enhancing organizational performance. Moreover, Nelson Jagero et al. (2012) argued that there is a positive relationship between job training in employee activities and their good performance. Good training leads to superior performance in the same field. In addition, Azara Shaheen et al. (2013) noted that employee training plays an important role in identifying the relationship between employee performance and organizational performance. Besides that, effective employee performance leads to positive results in increasing productivity and thereby achieving organizational goals. According to Anam Amin et al. (2013) and Mubashar Farooq and Muhamamd Aslam Khan (2000) results showed that dynamic training is the main direction for success to increase organizational productivity. Anam Amin et al. (2013) found that training is a necessary function to acquire new skills and information for employees in the enhancement of educational sector needs and updates on the current scenario within the organization. On the other hand Mubashar Farooq and Muhamamd Aslam Khan (2000) found that effective training activities helped those who receive training to enhance their efficiency and the quality of tasks performed, thereby effectively increasing productivity. Training and feedback are important to enhance employee performance by providing a clear picture about the strengths and weaknesses of employee performance. This feedback helps management to customise training programs. Amir Elnaga Amen Imran (2013) and Neelam Tahir et al. (2014) stated that training is costly to the organization which means that it should identify the lack of knowledge or skills required for training to achieve organizational targets. According to Amir Elnagal Amen Imran, (2013) findings from training leads to increased organizational costs. An organization's management should identify poor performance or actual lack of skills or knowledge before conducting training programs. Performance assessments help companies to save more money so as not to spend on unnecessary training. In addition, Neelam Tahir et al. (2014) argued that dependent variables: productivity, workers and performance have a strong relationship with independent variables: development and training. Training and development leads to enhanced productivity through increased knowledge and skills of employees. Training and development are the backbone of human resource management, as these can increase the performance at individual and group levels thereby achieving organizational goals.

IV. DISCUSSION

Based on the results of the previous review, there are four kinds of training used to improve employee performance as described in the related work section. Firstly, training design and employees who receive training to enhance their performance. The main limitation of this training is that some employees may prefer a different style of training as compared to other employees thereby leading to undesirable results in training.

Secondly, training develops the relationship between job training and employee performance. The main weakness of the relationship is between job training and employee performance. Some organizations spend a lot of money on training, thereby making training more costly and undermining profitability. Thirdly, dynamic training enhances employee performance. The main problem of dynamic training is that it leads to spending and loading in terms of working hours and resources. This is due to the many hours spent on training per year by employees who spend their working time attending training programs, which may in turn affect implementation of projects. Finally, training to address the lack of employee skills, and knowledge in order to enhance employee performance. The main challenge is enhancing employee skills and knowledge to improve their performance. The acquired knowledge and skills received from planned training may differ from what is applied in the workplace after the training period, especially if there is a gap in time between training and actual application on the task.

V. RECOMMENDATIONS

Based on the previous discussion, continual training provides opportunities for ensuring that all workers are properly trained for their tasks, but this method leads to spending working time attending training programs, which may affect project implementation. On the other hand, identifying poor performance or skills which require training can save time and cost spent on unnecessary training. The integration between the dynamic training method and decisions on the lack of skills training method are efficient solutions to provide an organization with continuous cheap training. The results of acquired knowledge and skills to ensure that all workers are properly trained through dynamic training solves the problem of wasted time and effort spent on training as compared to the suggested solutions.

VI. CONCLUSION

As long as training becomes a major method or way to improve organizational performance, training activities contribute to enhance employee capabilities, skills, knowledge and attitude because trained employees perform their tasks efficiently rather than untrained employees. The main contribution of the proposed solution is to create a new method to provide employees with practical training, to save cost for the organization and increase employee performance through the integration of the dynamic training method and diagnosis of poor performance or skills which require training as an efficient solution to increase organizational performance

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