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Impact of Training on Employees' Performance

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Abstract

The aim of this paper is to examine the impact of training on employee performance. The study investigates the association and offers proposals for additional investigations. There is a need to check the HR Practices and also quantify the effect across employees' performance. Based on the studies conducted by previous researchers, the study shows similar results that training practices and employee performance have a strong correlation. Taking other aspects into account, it can be said in general that the research discoveries are shifted; however, context remains similar. A few studies have discovered a positive affiliation, some negative, and some no affiliation at all. It was found from the result of the study that training has a positive effect on employee performance. This study shows that there is a solid relationship between training and employee performance. Therefore our result matched with the above researcher. The research shows a strong relationship between training and employee performance. The paper concludes with direction for future research by putting in the various levels of analysis on investigating the effect of training on employee performance.

Key Words: Training, Employee Performance, HR Practices, Training Strategies & Organizational Effectiveness

Introduction

The genuine resources of the organization are employees, and it's considered the engine of any organizations. There is a developing need to have staff carrying out their responsibilities appropriately, and the organization gets the necessary yield from employees. To accomplish those objectives, we need employees' who want to play out their obligations just as has improvement and motivator to achieve the necessary objective.

Recruitment of the employees is an important task and is done carefully. Those employees are selected who are creative. As an employee is the one who illuminates their screen, designs their sets, and promotes their programs so, he should be the one who creates in nature and can generate new ideas. Continues improvement and change are necessary to get the attraction of the audience otherwise, people will get bored of the old things and prefer other substitutes, and at this of healthy competition it is really difficult to sustain yourself in the market and employees are among the important sources of retaining customers. During the employees' selection, their qualities as required by their particular task to do are seen. For example, if an anchor is selected, it is to be seen that if he can talk and he has the complete knowledge about that job, and he can present in front of the people. As per numerous different Studies on employee profitability, it is focused on that laborer who is happy with their work will have a higher work efficiency, and along these lines a higher level of job maintenance than the individuals who are not happy with their work, it is guaranteed that laborers. Turnover is more likely if they are not fulfilled and consequently demotivated to demonstrate great performance. So the selected web channel needs to offer training to the employee to do great performance; the employee performance has more effect on the association, so the employee will be performing well when they are getting training—successful training and advancement projects planned for improving employee proficiency. Training alludes to overcoming any issues between present and standard wanted pointers. Training can be done utilizing different techniques, for example, instructing and tutoring, coordinated effort with associates, and support of subordinates.

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This cooperation enables Employees to effectively take an interest in the work and gives more prominent efficiency, in this way, expanding hierarchical profitability. Training is significant for the Kohat news web to arrange at whatever point they are prepared with the goal that they can, without much of a stretch, access their news to individuals and make their news association effective. Training is likewise characterized as the way toward showing new employees the fundamental aptitudes they have to perform their occupations ([Fardaniah Abdul Aziz and Ahmad 2011](#)). It is the utilization of precise and arranged guidance exercises to advance learning ([McLeod, Armstrong, et al. 2009](#)).

Problem Statement

The web channels like Urdu point, daily Pakistan, is one of the leading web news channels of Pakistan. The important thing about those channels was the concept of giving news after every hour to keep people updated and aware of everything happening in a country and outside it because employees in those channels are properly trained according to their particular jobs, and proper allocation of budget is done for training. For example, a reporter is trained for interacting with the people and questioning them, while a cameraman is trained to have an eye on the event, and he should capture everything necessary. So employees are trained and prepared professionally to perform their jobs effectively, and the quality of work does not affect them.

In Kohat news, the employees are not well educated these employees are unable to perform their job well because the organization does not give them proper training about technology and techniques which is used for proper collection of data that is why the performance of employees' are poor due to which the Kohat news is not famous like other famous channels.

In my review, the training of the employees is significant as it is necessary to make employees capable of doing their work. If employees are not told and taught about their job, there will definitely, be a poor performance from them and ultimately the channel to suffer. So I select that topic in that organization to collect information about employees and provide information to that organization, and they will use that information and can improve their employee performance. The current investigations in the connection ([Spillane, Schoch, et al. 2009](#)) have taken a general asset to the board (HRM) center making a hole around issues, for example, the impact of training on employee performance through continuous sessions.

Research Question of Study,

There exist a strong and positive association between employee performance and the training of employees.

Significance of the Study

The current study has great significance because it is conducted on one of the pitching issues about training strategies and how to get performance better and more efficient and sets forward proposals for the administrators identifying with employees responsibility.

Top administration, thus, must teach a domain where employees look for training and openings proactively and remain committed and stay longer with the organizations in order to take competitive advantage.

Despite the fact that Pakistan is as yet considered a productivity-driven or factor-driven economy, a significant number of its organizations are positively influencing the worldwide markets in advancement and innovation, requiring a gifted and submitted workforce which is just conceivable through training and developing employees.

Literature Review

Employee Performance

Schmidt, in his analysis, based on Hawthorne's investigations and examination on laborer efficiency, argues that laborer's satisfaction with the work is directly linked to work profitability and jobs retention -laborers happy with their work performance are likely to produce better results than those who are not. ([Schmidt 2007](#)) in addition, it's far expressed that employees are increasingly more willing to the body of workers turnover if they're not fulfilled and this manner de persuaded to demonstrate brilliant outcomes. Employee profitability is better for fulfilled and fulfilled personnel, and it is simple fortification administration to awaken profoundly proficient employees to acquire strong goals ([Westover et al. 2010](#)).

The employees' satisfaction is directly affected by his/her competency for the job, which can be inculcated through different workshops and trainings. As per ([Jerez-Gomez, Cespedes-Lorente, et al. 2005](#)), organizations focusing on quality information to maintain an edge over competitors are likely to harness an environment that is built on a consistent training framework. In their analysis, ([Elnaga and Imran 2013](#)) argued that training is essential to create a strong and highly capable workforce to rule the market, and it enables laborers and workers to complete their job with more efficacy making a crucial component of HR as vital.

Training as the utmost important factor to increase employees' performance is highlighted in numerous works of scholars such as [Jerez-Gomez, Cespedes-Lorente, et al. 2005](#). The viability of employees received through schooling implies the prompt improvement of information of aptitudes and capacities to finish related work sporting activities and, in this manner, the accomplishment of a greater not worthy responsibility of employees in carrying out the organization destinations (Enlarge and Imran 2013). ([Kamoche and Mueller 1998](#)). While elaborating terms employee performance, it is basically about everything that is linked to the performance of employees within a firm, organization, industry or corporation. It inculcates all the features and views that, in one way or the other, can affect the employee-employer relationship, and employees contribute to the firm's profitability.

Training

Up-to-date trainings and workshops to increase employees' performance is key to organizational success. These trainings evaluate the existing performance of employees with the standard performance that is asked for. Resultantly, it removes the gaps between the two and helps to achieve the standard practice. Such trainings can take many forms, from education to instructions, from peers' joint efforts and collaboration between sub-ordinates. The coordination at the mid and low level engages in sharing practices for better work performance upon the discussion of experiences and lessons learnt.

This cooperation empowers personnel to effectively partake at paintings and delivers better performance, consequently improving authoritative performance Training packages create employees, but also assist associations to gain as plenty as feasible from their HR to growth all upper hand. According to Farooq and Khan, along these lines, the employer thinks of it as obligatory to layout those education packages for its personnel to develop their aptitudes and essential talents within the operating environments ([Farooq and Khan 2011](#)). On the other hand, McClosky and Charniak are of the view that if on one side, these trainings build up the aptitudes of the employee, on the other hands, it disturbs their psychological capacities and innovativeness to settle on better choices in time ([McClosky, Charniak, et al. 2006](#)). Regardless, this framework within an organization enables workers to have a better relationship with their clients and makes them present for client's queries and objections. ([Hollenbeck, DeRue, et al. 2004](#)).

As per multiple investigations highlighting the role of training towards employees' performance, it is argued that such programs produce better results even in times of crises and inculcates state of the art practices among employees to surely make their work viable and effective. ([Gan and Yus of 2019](#)). Furthermore, trainings allude to an organized mediation deliberate for improving man or woman works ([Chiaburu and Lindsay 2008](#)). It is tied in with improving the basic essential aptitudes to accomplish the association objectives. Training tasks can likewise enable personnel to decrease tension or disappointment introduced approximately by way of work inside the workplace. ([Chang and Chang 2007](#)).

For this purpose, once workers see that coaching is continually accessible once needed, then they need the feeling of great reference to the organization. They feel that organization is loyal to them that construct duty in them. This emotional duty improved by supporting attention to coaching opportunities. Perceived accessibility of coaching has a direct positive relation with the total of feeling duty. For this purpose, once workers are targeted on their occupations, they will not quit their place of employment, which will diminish the turnover intentions.

Moreover, employees get aware that if the training is required, then it will be available to them at all times as the organization understands its duty for them which resultantly improve emotional relationships between the two. With such projects, they are certain of the organization's loyalty towards them and the commitment to grow together. With the support of awareness regarding the provision of coaching camps, their commitment becomes higher. Coaching handiness has a direct positive affair with emotive commitment. Once staff takes their jobs, they'll not leave their work, which can cut back the severity of the amendment.

Training and Employee Performance

The majority of earlier studies show that the relationships are a strong effect between the practice of human resource management (HRM) and institutional effectiveness. (Sahinidis and Bouris, 2008). "According to (Guest 1997) in his investigation expressed that the training and development programs, as one of the essential practices of human asset the board, decidedly sway on the nature of the information, aptitudes, and capacities of representatives, and in this way, lead to an expansion inefficiency of the work at the work environment. This frame of mind, at last, adds to more prominent authoritative adequacy". The result of (Farooq and Khan 2011) investigation show a positive association between employee performance and trainings ($r=0.233$) in this manner, from this end; we can predict that an organization can't get higher benefits without utilizing its HR, and this can happen when the organization can be opportune to fulfil the necessities of the requirements of its employees connected to work. Training is the main approach to distinguish employees who are denied their needs and, after that, manufacture the fundamental degree of their aptitudes with the goal that they can play out their errands well to accomplish authoritative objectives. Moreover, the result of the study of (Arasa and Gathinji 2014), Tin the telecommunication sector in Pakistan, R^2 is referred to as 501, which means that 50.1 percent of employees' productivity differences create training sessions. Furthermore, the T value has 8.6, which clarifies that series of training is a blameless forecaster of employee performance in the organization.

As shown by the effort of Sahinidis & Bouris 2008, learning through training influences the viability of the association by expanding employee productivity and is viewed as a key factor in accomplishing corporate destinations. Be that as it may, the presentation of training programs as remission to take care of profitability issues, for example, crossing over any barrier among standard and effectiveness, is Tan viable approaches to expand employee efficiency (Mozael 2015). According to (Kinnie, Hutchinson, et al. 2005), crossing over the performance hole alludes to the execution of satisfactory training intercession to build up specific aptitudes and capacities of employees and increment employees' efficiency. According to Wright and (Wright and Geroy 2001), employee abilities are changing through compelling training programs. Through training, the aptitudes of employees create and empower them to viably perform business-related work and accomplish their objectives on a focused premise.

Expectancy Theory

Vroom (196b4) defined expectation as "an instantaneous belief about the probability that a particular act precedes a particular result". Its formulation suggested that the execution of the work (P) is the result of the interaction of two components, force (F) and ability (A), with a skill that represents the potential to perform a given task. The effect on the effectiveness of results (E) and the valence or reward of these results (V). In the form of an equation, the theory says $P = f(FXA)$ (cited in Kilgore, b1997). The Vroom model emphasizes a person's skill or ability rather than a willingness to perform a specific task. Since the first acquaintance, the model has been perfected and expanded. The exception is the version of the theory of expectations presented by Porter and Lawler, which offers a new look at the relationship between employee satisfaction and performance (Moorhead & Griffin).

Conceptual Model



Hypothesis

There exists a significant and positive association between employee performance and training.

Operational Definitions

S. No	IV and DV	References
1)	"Training is an organized procedure by which people learn knowledge and or skills for a specific purpose)". Training stands the course of improving the expertise then attitudes of workforces towards achieving the organization's goals.	Dubashi (1983) .Beach (1980),
2)		

S. No	IV and DV	References
	Employee performance has been defined as the total expected value of employee behavior over a period of time.	(Schmidt & Motowidlo, Borman 1997,)

Research Methodology

The research follows the descriptive analytical approach that the developed hypotheses are tested after conducting the planned data collection process. The researcher depends on using the statistical package for (SPSS) to analyze the data collected by a questionnaire which is considered the primary source.

Source of Data

Primary Data; A questionnaire is the used tool to collect data about the performance of employees on the (training). The Likert scale was used following 5 points, strongly agree, neutral, disagree, and strongly disagree. This questionnaire was used to collect the required data on the Kohat news web channel.

Research Design

The followings are the steps followed by the researcher to conduct and implement the research; it includes developing the research proposal that contains identifying and defining the problems and establishment objective of the research and development research plan. After receiving the approval of the research proposal, a comprehensive literature review was conducted about HRM, training employees, and after training services. It is for distributing the questionnaire. This questionnaire was used to collect the required data on the Kohat news web channel.

The researcher targets sample of 73 employees from the Kohath news web channel. The data were gathered by using a questionnaire possessing twenty statements. A Likert scale was employed started from 5-1, indicating agree, neutral, disagree, and strongly disagree. The instrument for data collection was personally distributed among offices and collected by hand. The table shows the gender representation of 73 employees from the Kohath news web channel, where 64 are male, and 9 are female.

Table 1. Frequency Table

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	64	87.7	87.7	87.7
Valid Female	9	12.3	12.3	100.0
Total	73	100.0	100.0	

Table 2. Age Interval

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Between 20-30	53	72.6	72.6	72.6
Valid Between 31-35	16	21.9	21.9	94.5
Valid Between 36-40	4	5.5	5.5	100.0
Total	73	100.0	100.0	

The table depicts the age of the employees.

Table 3. Organizational Statuses

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Between 20-30	53	72.6	72.6	72.6
Valid In this study kohat news web channel is targeted. That it is a private sector organization.				

Table 4. Employees Ststues

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Contract	12	16.4	16.4	16.4
Valid Permanent	61	83.6	83.6	100.0
Total	73	100.0	100.0	

Total 5. Reliability Statistics

S.No	Variables	Cronbach's Alpha N of Items
1	Training	.71413
2	Employee	.8717

The training variable is (.714) is considered good reliability. Employee performance variable is (.871) is considered high reliability. If Cronbach alpha value is less than 60%, the result will not be significant, and if Cronbach alpha value is more than 70%, the result will be a significant and positive result.

Table 6. Descriptive Statistics

	N	Minimum	maximum	mean	Std. Deviation
Training	12	16.4	16.4	16.4	
Employee performance	61	83.6	83.6	100.0	
Valid N (list wise)	73	100.0	100.0		

A descriptive statistic is quantitative results are shown in the table.

Table 7. Correlations

		Training	Employee Performance
Training	Pearson correlation	1	.606**
	Sig. (2-tailed)		.000
	N	73	73
Employ performance	Pearson Correlation	.606**	1
	Sig. (2-tailed)	.000	
	N	73	73

Correlation analysis shows the degree and kind of connection between any at least two amount variables in which they different together finished a period correlation can be certain or negative. A positive relationship exists where the high estimations of one variable related to the high estimation of the other variable. A negative relationship implies a relationship of high estimation of one variable with the low estimation of other variables. Correlation can differ +1 to 1 quality near +1 demonstrate a high level of positive correlation and qualities near -1 high level and negative relationship. Qualities near-zero demonstrate the poor correlation of either kind, and 0 show no relationship by any means; the relationship is valuable in finding a conceivable association between factors it does not demonstrate or disapprove any circumstances and end results correlation between them.

The correlation table represents that the personal relationship between training and employee performance is .606, and this value is also greater than the sig (2-tailed) value which is .000 that correlation is statistically significant. A correlation value is near to 1, so the correlation between independent variable training and dependent variable employee performance is highly positive.

Table 8. Regression

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.606 ^a	.367	.359	.15385		
Coefficients						
model		Un standardized Coefficients	Std. Error	Standardized Coefficients	T	Sig.
1	(Constant)	2.064	.386		5.354	.000
	Training	559	.087	.606	6.423	.000

Regression analysis communicates the statistical way to deal with estimations change in the dependent variables on the change of the progress in at least one independent variables referred to likewise as bend fitting or line fitting on the ground that regression analysis equation can be utilized as a part of fitting a bend or line information focuses from the bend line are minimized. Connection depicted in a regression analysis is in any case affiliated just, and any cause-effect indication is simply subjective from the above exhibit fee of correlation of training and employee performance (R is .606). R square indicates the percentage of variance or predictor variable. Therefore, training

the only description for $(.367*100 = 36.7\%)$ of variation in employee performance. In figure shows 0.000, and this is less than alpha (.05); therefore, the model is significant. It means that statistically, the training has a significant impact on employee performance. The value of t is 5.354 and 6.423, and the acceptance values level of t is 1.96, so it means the values of t are accepted. So the hypothesis is accepted.

Conclusion

The aim of the research was conducted to find out the significance of the training on employee performance. I observe from this research that there is a positive relationship between training and employee performance. The correlation value of training and employee performance indicates the significant positive correlation between the independent variable and the dependent variable. Based on the significant correlation, a regression analysis was performed, and the regression analysis provides strong support for the causal nature of the link between the variables. The overall hypothesis of the impact of training on employee performance is positive and significant, which supports the developed theoretical hypothesis.

Recommendation

The study was conducted to check the effectiveness of training in Kohat news web channel. The study suggests a positive and significant relationship between training and employee performance. In general, it is noted that organization which was studied effectively benefits from training courses, and they consider the importance of continuous follow up for the acquired knowledge and skills through providing suitable facilities and support to the trained employees to apply what they learned at training effectively, employees are aware for the goals of training at the targeted organization, this enables them easily applying their new skills at the workplace, and motivate them to improve the level of their performance to achieve the known goals. The practical activities that are provided for trained employees are important because of their role in effectively applying the new skills, especially that employees cooperate each other toward achieving the targeted level of performance after having the training.

Training employees have a contribution in developing the employee skills; this indicates to the right process companies followed in organizing the training programs. The employees are aware of the importance of training in improving themselves, that they are interested in developing their skills to keep pace with a surrounded changing environment.

"There is a match between the training that employees have and the requirements of their work; this lets them apply what they learned, and effect positively on their performance. The interests of the supervisor to follow up on trained employee's performance after training enhance the utilization from training and maximize its benefit to the organization. This is achieved by providing facilities, tools, and a suitable environment that enable employees to apply their new knowledge and skills.

Limitation

The training provider should activate the concept of after training services when submitting their technical offers for the organization, and suggest a clear methodology for employees follow up after training delivery. This enhances the training importance with regard to organization and employee.

The organization should not consider just the direct supervisor feedback about the trained employee's performance after the training, but also the employees peer, subordinates, and clients opinions should be obtained, especially the clients feedback because he or she is the main determinant for the quality of organization services. The organization should focus on measuring the profits achieved after the cost spent for developing training if the organization does not increase profit level after training, this means that the needs analysis does not effectively develop or the organization needs another solution to increase its profit as modifying its organizational structure.

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