

Effective Training & Development Program Enhances Employee Performance in Organizations

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ABSTRACT

It is viewed that trained human resource is an essential asset for any organization. Training and development is considered as one of the important factors in developing organizations. Through the effective training programs the organizations increase their overall performance. In fact, those organizations that make their efforts to build the capacity of employees are supposed to be the successful ones in this era. This study was conducted in the printing industry of Pakistan situated in Karachi namely, Pakistan Security Printing Corporation. The objective of the study was to determine the impacts of training and development programs on the employees' performance. Total 120 respondents were selected for the study. Simple random sampling technique was applied. The study found that the organization emphasizes on the proper training of employees. The higher management is convinced that until and unless the employees are not trained the organizations could not be able to achieve its goals. However, the employees are given opportunities to attend the training programs accordingly. The employees were found satisfied while working in the organizations. High number of employees is well educated and skilled. The study determines that the employees were mainly young. Effective learning management and training system activates and motivates employees to perform their job in a smooth way. In addition the dedicated and trained human resource contributes in the performance of organizations.

Keywords: Training, Enhances, Employee Performance.

INTRODUCTION

The competition is increasing worldwide day by day (Bak-Grabowska, D., 2014). However, in this competitive sphere it's hard to survive for the organizations of developing countries (Ahuja, K. 2006). There is need to improve the capacity of the human resource is the call of the time. Presently, to be remained competitive in an globalized world the organizations' first priority should be kept continuous training in order to enhance employee capability, skills, knowledge and competencies (Kraiger K., 2014; Wright, C., et al., 2019). In fact, organization with learning trends will be able to succeed in today's business changing environment (Torrington, D., et al., 2020). The skill and competencies are considered as edge in the contemporary knowledge based society (Snell, S., 2019). Some of the factors that influence the past business world have changed in recent era. The knowledge has increased

economically, technologically in the universe (Barry, et al, 1994; Devanna et al., 1984). The globalization has changed the working approaches and systems with respect to creating new skills requirements (Bohlander, 2004; Dundon, T., 2018). Furthermore, the demand and supply of skills have widened a huge gap that can only be filled through the training and development of employees and effective management to acquire additional capabilities to accomplish the organizational strategic plans (Meijerink, J., 2019; Snell, S., 2019). Constant change in skills is necessary requirement in every organization because of change in market demand and in workplace environment (Dundon, T., 2018; Beardwell, 2004). Training and development of employee is an integral part to improve growth and productivity of the organizations (Torrington, D., et al., 2020; Ahuja, K. 2006). It is viewed that training and development programs should be created by the organizations to promote their strategic vision (McKeown, T., 2017). The capacity building programs ensure high productivity and provide opportunity to improve the efficiency of the employees (Lee, D., 2021; Kraiger K., 2014). This paper determines the training and development needs and its impacts on employees' progress.

PROBLEM STATEMENT

In fact, the training and development programs improve the progress of the organizations (Edmond et al., 2001; Dundon, T., 2018). It is viewed that leading organizations/companies of the developed world mostly concentrate on capacity building programs for employees, on other hand importance of Training & Development (T&D) is highly limited in developing countries (Kinnie, N., 2020; Vidal-Salazar et al., 2012). T&D is most important factor in growth/productivity of the organizations but majority of private and government organization don't realize it as a prime area of interest. It is also a matter of concern that T&D is very costly and time consuming that is the reason some organizations don't focus on it just because of their budget constraints and time fear (Briscoe, 1995; Latif K., 2012). Lack of training and development system can be a cause of many problems with the employee that is also not beneficial for organizations e.g. dissatisfied employee, low productivity, unsafe working environment, ineffective management, conflicts, increased expenses and loss of costumers etc (Lira. 1988; Kinnie, N., 2020). It is observed that sanctions, transfers, dismissals and demotion are common when employees are untrained and unskilled (Harney, B., 2021). This research is just to find out how importantly companies are providing training opportunities to the staff.

OBJECTIVE OF THE STUDY

The aim of the study in light of above background is to determine impacts of training and development programs on work efficiency of employees of a printing industry of Pakistan situated in Karachi namely, Pakistan Security Printing Corporation. The objectives are given as under:

- To examine that what types of training programs take place in the organization.
- To determine the impact of training programs on employees' performance.
- To overview method of training used by the organization.

HUMAN RESOURCES MANAGEMENT

The management of human resources refers to recruit, build capacity, maintenance of employee record and motivate them (Fombrun et al., 2012; (Kinnie, N., 2020). HRM is also known as Personnel and admin department. Proper management of the human resource contributes in achieving the purpose of promoting organizations' strategy, objective and vision (Cole, 2002; Harney, B., 2021; Cross, D., et al., 2020).

In other words it can be said that investment in capacity building of employees reduces the wastage of time, loss of production and irregularities. Human resources management focuses on maintaining, utilizing and securing work effectively (Carrell, 1989; Kinnie, N., 2020). It was also viewed that long and short term goals are achieved in time once the employees work as team players and every team member plays its part as significant part of the organization (Barney, J. B., 2018).

Different studies have classified human resources management function as different for every organization (Vidal-Salazar et al., 2012). Essentially it is hard to distinguish the high potential and low potential workers in organizations. However, if the proper performance management system prevails in the organization through which things could become easier to focus on poor performers (Denby S., 2010; Cross, D., et al., 2020). Once low performers are identified then a Training Need Assessment (TNA) is applied prior to organize the proper trainings for those identified employees (Healy, J. et al., 2020). Literature discovers the primary function of human resources management is controlling, leading, planning, staffing and communicating (Kinnie, N., 2020; Dundon, T., 2018). T&D comes under the domain of HRM.

NOTION OF TRAINING AND DEVELOPMENT

The notion of teaching and training are interrelated words. The primary objective of the both conceptions is to develop or enhance the skills and knowledge of learners (Fleming, P., 2017; Vidal-Salazar et al., 2012; Healy, J. et al., 2020). Various concepts could be observed pertaining to the training as ‘the action of teaching a person in a particular way to produce or enhance particular skills and abilities or type of behavior to improve efficiency and effectiveness of trainees is called training’ (Healy, J. et al., 2020). These approaches increase the competencies of workers. Mostly, the trainings are conducted to achieve the organizational goals (Harney, B., 2021; Bingham, C., 2016).

Trainings play essential role in motivating and counseling employees (Duggan, J., et al., 2020). No one can deny the importing of learning and development of human being in every sphere of life. Literature on human resource management argues that training intensification supposed to be investment on employee skills development leads success of the organization (Healy, J. et al., 2020).

TRAINING AS A PRIME OBLIGATION FOR ORGANIZATIONS

According to Latif K., (2012) there are three levels in organizations pertaining to the training and development i.e. First, strategic level where top management identifies the need while considering strategy, mission problems and goals. Secondly, middle management determines the need of organization by monitoring the developmental needs such as cooperation and co-ordination among organization’s units. Third one is lower executive management that realizes the employee needs by supervising operations such as concerned departments and performance matters of individual. In order to put together the human resource T&D goals of the organization there are informal & formal T&D rules are persuaded (Cross, D., et al., 2020; Bingham, C., 2016)). Furthermore, method and programs help to create a work force that can enable competitiveness & effectiveness in management system (Harney, B., 2021).

In most of the organizations various approaches have been applied to identify the training needs. These include: resolving problems, work performance, improving certain working practices with regards to work performance. Changing or renewing, the organizational

situation of employees while focusing the strategy or changes in innovations is highly demanded component (Butterick, M. et al, 2021).

It's worth to putting in mind that there is need to enable and empower employees so that they could perform their responsibilities in effectively (Bak-Grabowska, D., 2014; Ferreira R., 2014). However, the trainings should be designed in the way to identify the need of staff in organizations. Objective based training program focuses on contents of the training and the requirement of trainees (Ferreira R., 2014; Camuffo, A., 2019). Generally, HR professionals face problems in making the proper profile of employees with respect to existing potential among them. Once it is ensured that the in-depth analysis available about required skills and performance gap then a comprehensive capacity building package could be designed (Latif K., 2012; Dundon, T., 2018). There are numbers of approaches applied to analyze training needs among employees. Performance challenge among employees is an area where the organizations should concentrate. In this regard due to insufficient knowledge and poor skilled labor are also the contributing factors for organizations' poor performance. On other hand cooperation, coordination and team building are proved winning approaches to develop organizations (Camuffo, A., 2019). The competency of employees directly associated with the performance of organizations to achieve the goals with collective efforts (Dundon, T., 2018). At present technological changes have compelled organizations to re-strategize and restructure themselves.

EFFECTS OF TRAINING AND DEVELOPMENT

Organizational growth and development is a continuous process (Afshan, et al 2012; Butterick, M. et al, 2021). At present leading organizations have established research and development departments to assess the market needs and future directions (Guest 1997). There is big difference can be seen among the companies that train their employee according to the demand of skills which are the requirement of this era (Harney, B., 2021). Presently, T&D department is gaining attraction and significance in organizations (Camuffo, A., 2019). Furthermore, the trends and pattern of the training have also been changed accordingly. According to Dundon, T., (2018) the function of firm performance is influenced by performance of staff. Barney, J. B., (2018) also mentions that effective training program for employees can transform the competencies of employees. It just not improves performance of employee for their job to perform but it also enhances their knowledge, skills and aptitude. In fact, it contributes to ensure high performance of organization.

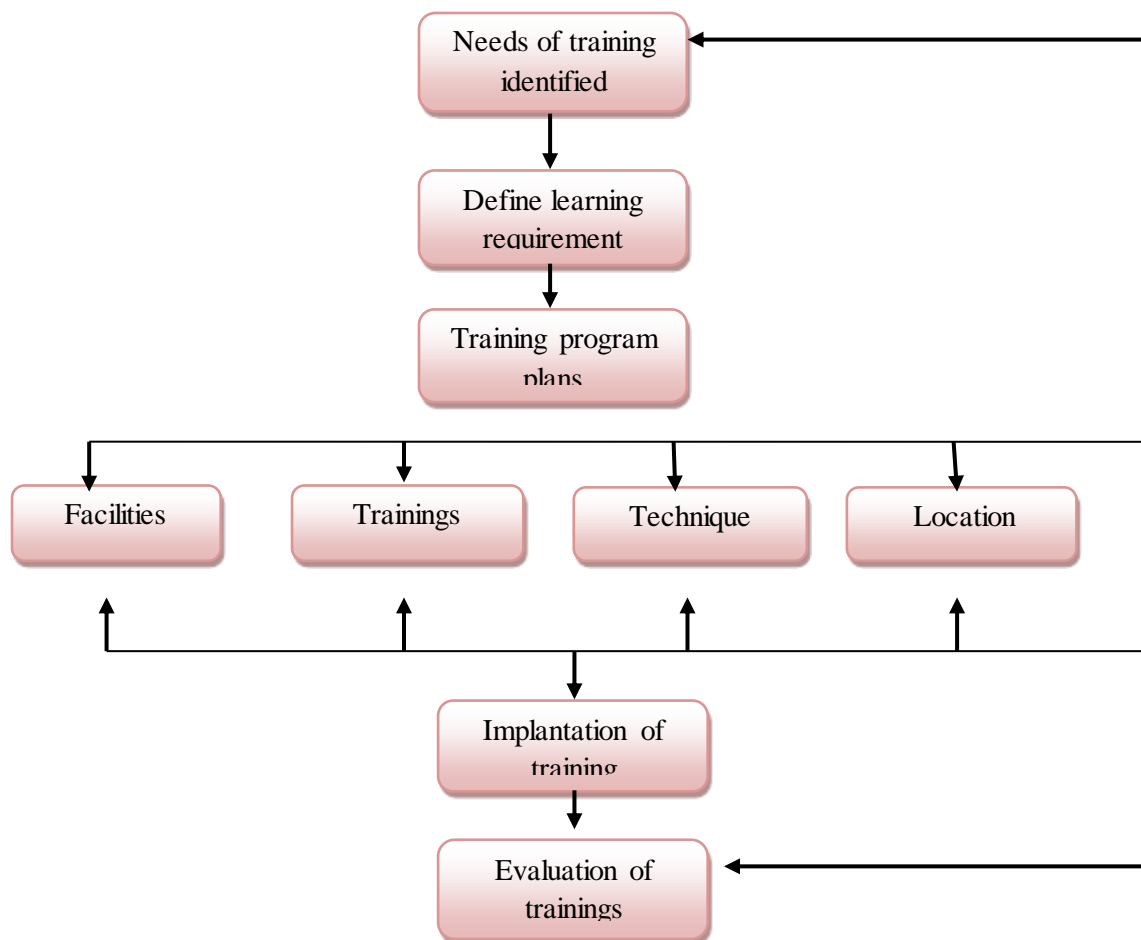


FIGURE 1: Procedure of Employees' Trainings & Development (Source: Armstrong Michael 1995)

RESEARCH METHODOLOGY

Research methodology is one of the most important parts of any study. Once it is conducted through a proper and scientific way then the problem identification and possible solutions could also be found. It should be designed in a way to ensure the validity and reliability of the study. The clarity of the research objectives and selection of respondents make study reliable. Researcher made efforts to ensure that the study should be outcome based.

DATA COLLECTION METHOD

The data was collected from the printing industry namely; Pakistan Security Printing Corporation (PSPC) situated in Karachi. Simple random sampling was used to collect the data from respondents. Target proportion was 120 employee of selected organization. Structured questionnaire was made and used as a data collection instrument. It included 18 questions which are designed & administer to all 120 employees. The main objective of the

questionnaire was to investigate effects of trainings on performance of employee of organization. A simple intro of the study was made to share with the respondents prior to filling the questionnaire so that the respondents would be able to understand the purpose of the study. The consent was also taken from every respondent to participate in the study. The researcher faced difficulty to access the respondents because of the restriction to enter in Pakistan Security Printing Corporation. It is considered as high security and sensitive organization. However, prior permission was taken from the higher management of the PSPC. The ethical consideration was also followed by the researcher.

SAMPLE SIZE

Table sample characteristic are summarized given as under.

Table 1: Sample Size

Organization	Frequency	Valid percentage
Regular Staff of Pakistan Security Printing Corporation	117	97.5
Contract Staff of Pakistan Security Printing Corporation	3	2.5
TOTAL	120	100

Table 1 demonstrates that there were total 120 respondents, 117 were regular and 03 contract based staff members of Pakistan Security Printing Corporation.

Table 2: Gender wise composition of Respondents

Gender	Frequency	Valid percentage
Male	70	58.3
Female	50	41.7
TOTAL	120	100

Table 2, shows that there were 70 male and 50 female respondents of total 120 answered the questionnaire in research. It reflects the majority of respondents were male (58.3) and also indicates that there are more males involved in this industry. On the other hand, the rest of female (41.7) participated in the study.

Table 3: Age Distribution of Respondents

Education level	Frequency	Valid percentage
20-27	30	25
28-37	41	34.2

38-47	33	27.5
48-57	10	8.3
58-60	6	5
TOTAL	120	100

Table 3 depicts the data that 30 respondents were of between 20-27 years old representing (25%) 48 respondents age group was 28-37 years old represents (34.2%) working in the organization and 33 respondents of the age of 38-47 representing that (27.5%). On the other hand 10 respondents were between the age of 48-57 years old representing (8.3%) and most least 6 respondents were between the age of 58-60 years represent (5%) respectively. The result of the data shows that employees are mainly young working in the organization.

Table 4: Education Background of Respondents

Education level	Frequency	Valid percentage
Secondary	9	7.5
Diploma	18	15.0
Bachelor's Degree	36	30.0
Master's degree	57	47.5
TOTAL	120	100

Table 4 reveals that education background of respondent. It reflects Nine (7.5%) respondents are between the secondary level, 18 (15.0%) respondents had done their diploma, 36 (30.0%) respondents were having their graduation degree. The majority of the respondents 57 (47.5%) did master's degree. This result indicates that the organization preferred highly educated and skilled employees.

Table 5: Service Period of the Employees in Organization

Time period (Years)	Frequency	Valid percentage
0-10	59	49.2
11-20	17	14.2
21- above	44	36.7
TOTAL	120	100

Table 5 demonstrates that the majority 59 (49.2%) of the respondents have been working for the organization for 01-10 years. 17 (14.2%) respondents have been working for 11-20 years and the second highest majority of the entire population working in the organization for above 21 years 44 (36.7%). The data pointed out that the organization offers employee satisfactory packages and learning environment that's why there is high employee retention ratio.

Table 6 Employee Participation in Training Programs

Responses	Frequency	Valid percentage
Yes	86	71.6
No	34	28.3
TOTAL	120	100

Table no 6 shows that 86 (71.6%) respondents said that they have gone through more than 10 training programs in the organization. The remaining 34 (28.3%) respondents mentioned that they attended less than 10 training programs arranged by their firm. Result shows that the organization is following the capacity building program for employees.

Table 7 Selection Process of Trainees

Criteria	Frequency	Valid percentage
On joining	50	33.3
Recommendation	16	13.3
On request	26	21.6
Performance appraisal	6	5
Not aware	34	28.3
TOTAL	120	100

Table 7 shows the result of selection process for the training program in the organization. The result clearly indicates that majority of the respondents 50 (33.3%) were selected for training program on joining the company. They received the orientation training sessions. Furthermore, 16 (13.3%) respondents were recommended by their supervisors to attend the training program. Results shows that 26 (21.6%) respondents were under gone the training program upon their own requests. Six (05%) respondents were selected on the basis of their performance appraisal. 34 (28.3%) respondents replied that the management chose them by itself randomly for participating in the training program.

Table 8 Frequency of Training Schedule

Schedule	Frequency	Valid percentage
4 month	16	13.3
6 month	20	16.6
Once a year	30	25.0
Every two year	9	7.5
No specific schedule	45	37.6
Total	120	100

Table 8 represents the schedule of employee training. Result indicates that the majority of the respondents 45 (37.6%) mentioned that most of training were not planned for any specific time/schedule. The organization organizes short term and long term training programs. Furthermore, the duration is not fixed. According to table above 16 (13.3%) of the respondents participated after four months, 20 (16.6%) of the respondents participated twice in a year, 30 (25.0%) respondents participated once a year and in the last rest of the respondents nine (7.5%) were participated after every two years.

Table 9 Method of Providing Training Programs

Method	Frequency	Valid percentage
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Lecture	5	4.4
Demonstration	25	20.8
Discussion	40	29.1
Presentation	39	32.2
Seminar	16	13.5
Total	120	100

Table 9 provides the method of facilitation during training programs. This is important to understand the training received by the trainees under on-job either off-job, method of conduction of training was different. The result demonstrates that 4.4% on the basis of lecture, 20.8% demonstrations basis, 29.1% trainings were discussion based, 32.2% based on presentation 13.5% training sessions were conducted through seminar method.

Table 10 Training Impacts towards Skill Enhancement

Responses	Frequency	Valid percentage
Yes	99	82.4
No	21	17.6
Total	120	100

Table 10 shows the impact of training. The respondents were asked either the training program has any impact to enhance the skills of employees are not. In result 99 (82.4%) respondents replied positively on other hand 21 (17.6) participants mentioned that it has no impact. Further they added that the company organizes the training program just to fulfill the organizational requirement rather than addressing the employee's needs.

Table 11 Quality of Training Programs

Responses	Frequency	Valid percentage
Very poor	1	0.83
Poor	12	10
Average	14	11.41
Good	36	30.8
Very good	55	45.83
Excellent	2	1.66
Total	120	100

Table 11 shows that 1 (0.83%) respondents said the quality of training was very poor, 12 (10%) cited poor, 14 (11.41%) mentioned average, 36 (30.8%), replied as standard of training was good, 55 (45.83%) supposed very good and 2 (1.66%) articulated excellent. According to the table above mentioned the large number of employees showed their high level of satisfaction on the quality of training programs organized by the organizations.

Table 12 Impact of Training on Performance of Employees

Responses	Frequency	Valid percentage
Yes	111	92.50

No	9	7.50
Total	120	100

Table 12 indicates association of the training programs with the performance of employees. According to the data 111 (92.50%) responded in a positive way and recognized that the training has the positive impact pertaining to the performance of the employees on other side only 5 (7.50) participants said there is no any association of trainings with employee performance. As per the result it can be said that most of the employees are convinced that training programs are significant to improve the performance of employees.

CONCLUSION:

The effect & importance of T&D cannot be denied in this challenging world (Debrah, Y. A. & Ofori, G., 2006). It is a call of the time to invest on human capital. The human resource development is directly linked with the progress of the organizations. Literature also advocates that there is integral association between the employee training and performance. However, it is necessary to analyze training impact on performance of employee in business sector. As per the results of the study most of the employees were convinced that training programs are essential for them. Secondly, the management of the organization organizes trainings as per requirement of employees. The employees also showed their satisfaction on training programs. The areas that were included; what training program exist, training objective, method they use to achieve objective of training, impact of training on employees performance.

The findings of the study demonstrate that the high number of the employees are working in the organization are highly educated. Mostly they are regular employees. The retention rate of employees is also very high. That shows the organization offers attractive packages to their workers. Furthermore, the upper management of the organization pursued the proper administrative system. The organization is having its proper selection system of the employees for trainings. The trainers use proper methodologies to conduct the training sessions such as discussion, brainstorming, seminars, group work and delivering lectures. In fact, the trainings in organizations are taken an effective process of transferring the skills and knowledge among employees. The capacity building programs that focus on key objectives to provide the skill enhancement support to employees so that they could be able to perform their jobs in well manners. Furthermore, the employees could also be prepared for their future role and responsibilities. It was also noticed that in Pakistan Security Printing Corporation the training programs are outcome based. They organize the trainings as per need and target the employees in a transparent way. It was known that the organization has also developed a proper training and development policy. According to the said policy employees have to pass through the mandatory training programs i.e. job orientation training session, on job training programs, modern techniques to operate the high digitalized printing machines. The study concludes that there is dire need to emphasis on trainings for enhancing the performance of employees and the development of organizations.

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