



STUDY ON TRAINING PROGRAMS IN ENHANCING EMPLOYEE SKILLS, MOTIVATION

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ABSTRACT

Abstract Employees are widely regarded as the organization's most important asset due to their crucial role in ensuring heightened customer satisfaction and the delivery of high-quality products and services. In the absence of adequate training and development opportunities, individuals may not be able to fully realize their potential in accomplishing their tasks. Employees who possess the necessary skills and abilities to effectively carry out their job-related responsibilities are more likely to retain their positions for an extended period of time, primarily as a result of experiencing greater levels of job satisfaction. Training and development is an essential mechanism employed to optimize employee performance and foster their growth in terms of efficiency, productivity, job satisfaction, motivation, and innovation within the organizational context. The identification of appropriate learning opportunities for employees is crucial for organizations to have a competitive advantage in the contemporary global market. The performance of employees has a significant influence on the financial outcomes of a firm. Hence, it is incumbent upon organizational leaders to possess an understanding of the significance of training and development's influence on employee performance and evaluation. The implementation of employee training as well as employee development programs serves as a means for both the business and its employees to achieve a wide range of objectives. These objectives encompass enhancing employee morale, fostering a sense of security, promoting employee engagement, and cultivating the essential abilities required to effectively carry out certain job responsibilities. Furthermore, it is imperative for organizational leaders to utilize systematic methodologies in evaluating employee performance, wherein the outcomes are typically influenced by several aspects such as human attributes, organizational dynamics, environmental conditions, motivational factors, skill proficiency, aptitudes, and role perceptions.

Key Words: Training, Employee Performance, Development, HRD, HRM

INTRODUCTION

The company would not be able to function without its personnel. An organization's success or failure is directly tied to the efforts of its employees. Consequently, it is crucial for business heads to recognize the value of training and development in boosting employee performance and evaluating workers. In today's global market, an organization's competitive edge is based on its superior capabilities, expertise, and skills. It is clear that organizational leaders still face many gaps and hurdles in the area of employee performance training and development despite the large body of research conducted in this area. This article's goal is to provide a high-level perspective on employee education, growth, and evaluation. Training and development programs that are successful at boosting worker productivity will be examined, along with their justifications, outcomes, techniques, benefits, and suggested next steps. In the contemporary and highly competitive business environment, firms acknowledge the crucial significance of their employees in attaining success. The principles of employee training and development have become essential pillars of Human Resource Management (HRM) in order to fully leverage the capabilities of people and achieve strategic objectives. The interconnected procedures of training and development enable individuals to acquire the requisite knowledge, abilities, and competences to perform exceptionally in their present positions, while also equipping them for forthcoming challenges and responsibilities within the firm. The dynamic interaction between training and development engenders a potent synergy that propels employee performance. Training provides individuals with the necessary skills and knowledge to effectively perform their present job responsibilities, whereas development focuses on enhancing their overall capabilities and flexibility to succeed in potential future roles. Collectively, these procedures foster a culture of learning within the company, facilitating ongoing enhancement and the dissemination of information. In the contemporary period characterized by swift technical progress and dynamic market requirements, firms that place emphasis on staff training and development attain a competitive advantage. Organizations may boost their overall performance and foster a workforce that is nimble, innovative, and committed to the organization's objective by making investments in the growth and development of their employees. This investigation into the domain of employee training and development examines the methods, methodologies, and advantages that firms can potentially get. The process of training as well as development encompasses various



aspects, such as maximizing the capabilities of newly hired individuals and cultivating their potential to become future leaders. This journey represents an investment that has implications for both the current and future state of an organization, as it establishes a strong connection between improved employee performance and the overall success of the organization.

Definition of key concepts

Training: Training is the act of providing individuals with targeted skills, knowledge, and competences in order to improve their performance as well as productivity within their existing job responsibilities. Structured learning activities and experiences are implemented with the objective of enhancing job-related skills and capacities (Noe, 2017). Training can be imparted through several modalities, including workshops, seminars, online courses, and on-the-job training.

Development:

Development, within the realm of personnel, pertains to a holistic and enduring strategy aimed at equipping individuals with the necessary skills and knowledge to assume future responsibilities and roles within a business. This encompasses a more extensive array of educational encounters and prospects that prioritize individual development, acquisition of skills, and progression in one's professional trajectory. Development activities encompass a range of strategies, such as mentorship, coaching, work rotation, and formal schooling (Dessler, 2019).

Employee Performance:

Employee performance encompasses the extent to which an employee effectively and efficiently fulfills their allocated tasks and obligations within an organizational context. This is an evaluation of the extent to which an employee fulfills or surpasses the expectations and criteria established by the business. Performance can be assessed using a range of techniques, including performance assessments, the achievement of goals, and feedback from both supervisors and peers (Pulakos, 2009).

Human Resource Management (HRM):

Human Resource Management refers to the deliberate and systematic method employed by a company to effectively and efficiently manage its employees (Lussier & Hendon, 2021). The domain encompasses various activities, including but not limited to, the process of attracting, assessing, and hiring individuals, providing them with necessary skills and knowledge through training programs, determining appropriate remuneration, evaluating and managing their performance, and fostering positive relationships between employees and the organization. The primary objective of Human Resource Management (HRM) is to establish congruence between an organization's human resources and its strategic goals and objectives, thereby facilitating the active participation of employees in driving the overall success of the firm.

Human Resource Development (HRD):

Human Resource Development (HRD) encompasses the deliberate and methodical initiatives that a company implements in order to augment the competencies, expertise, capabilities, and general effectiveness of its workforce. Human Resource Development (HRD) comprises a range of activities that include both training and development. Its primary objective is to ensure that personnel possess the necessary skills and knowledge to effectively address present and future difficulties within the organizational context. The alignment of this initiative with the organization's strategic goals and its contribution to employee growth have been highlighted by Swanson and Holton III (2009).

Employee Training & Development (ETD):

Enhancing Employee Performance (EP) Employee training and development play a crucial role in a comprehensive human resource management (HRM) strategy, which seeks to optimize the skills and talents of the workforce and cultivate a culture of ongoing enhancement. Training refers to a series of focused educational interventions that are strategically planned to provide employees with the necessary skills and knowledge required to effectively and efficiently carry out their job responsibilities. In contrast, the concept of development encompasses a more comprehensive outlook, fostering the professional advancement of individuals by refining their skills beyond the confines of their present job responsibilities.

Background of the study

Training is the most basic function of human resources management. It is the systematic application of formal processes to help people to acquire the knowledge and skills necessary for them to perform their jobs satisfactorily (Armstrong, Citation2020). These activities have become widespread human resource management practices in organizations worldwide (Hughes et al., Citation2019). In today's business world, training is the main strategy to perform the institutional objectives. It helps to improve employee and employer performance (R. A. G. Khan et



al., Citation2011; Ruttledge & Cathcart, Citation2019). Employees are the most precious asset for any organization in building up or destroying its reputation and profitability (Elnaga & Imran, Citation2013). Some of the factors that determine the performance of employees are training of employees, organizational policies, working situations, job satisfaction, interactions with in the organization (Aktar et al., Citation2012;). Thus, training is one of the most effective tools to enhance the employee performance and to achieve the organizational objectives and goals effectively and efficiently (Afroz, Citation2018; Garavan et al., Citation2020).

Ethiopia as one of the fast-growing economies in Africa focuses on human resource development. The increasing blooming business organizations both large and small require competent personnel. As a result, Ethiopian universities play a vital role in providing competent manpower needs to both public and private sectors of the country. One of them is Bahir Dar University which focuses on all academic and research disciplines to enhance the economy of the country. Bahir Dar University is now among the oldest and biggest universities in Ethiopia, with more than 53,000 students in its approximately 366 academic programs of 104 undergraduates, 176 masters, and 86 PhD programs in five colleges, four institutions, two faculties and one school. Bahir Dar University consists of three types of staff, namely, academic, technical supporting, and administrative staff (BDU-HRM, Citation2019). Although each staff has got its own defined duties and responsibilities, their performance determines the accomplishments of the goal of the University. To enhance their performance human resource development must be the strategic focus of the University. Bahir Dar University provides various long-term and short-term training programs plan to its administrative staff. But its effect was not investigated so far.

Several studies and research findings indicate that training has a positive effect on the business outcomes through increased productivity, improved management skills, reduced production costs, easy access to profitability, and expanded market (Kessy & Temu, Citation2010). Similarly, studies in the case of industries in Karachi, Pakistan (Hafeez & Akbar, Citation2015), in the case of banking sector in Lesotho (Motlokoa et al., Citation2018) and in the case of Arusha Municipality in Tanzania (Nassary, Citation2020) show a positive relationship between training and employee performance.

Most of the empirical studies on the impact of training on employee performance focused on the private sector and companies that are profit-oriented and foreign countries. Therefore, limited studies are conducted in the case of Ethiopia, particularly in technology-focused higher education. On the other hand, in most organizations training availability is low. Many companies' try to hire and retain skilled and educated employees because work-specific training can become a burden in time and resources (Anam et al., Citation2013).

Bahir Dar University with its growing capacity accommodates nearly 5200 administration employees in its 8 campuses. Among these around 2440 administrative employees were recruited, selected and promoted in 2019 and the majority is from technology institutes (BDU-HRM, Citation2019). BDU-HRM (Citation2019) shows human resource management is not given attention and there are problems with training. However, there is an importance in improving employee's performance in BDU for the efficiency of technologists in the academic institution and industries. Additionally, no enough research had been conducted so far to investigate the effect of training on the performance of administrative employees of BDU. This shows that there is a gap in empirical knowledge in that area. Bahir Dar University like any other organization needs to be engaged in continuous employee training programs. Hence, this study focuses on investigating the effect of training programs so far provided by the University on the performance of its' administrative employees and similar organizations can improve their employees performance for organizational development.

Evaluation of training

Evaluation is the final phase of the training program. It is a means to verify the success of the program, i.e. whether employees in the program do their jobs effectively for which they have been trained. As Balogun (Citation2011) noted, the concept of evaluation is most commonly interpreted in determining the effectiveness of a program to its objectives. Mathis and Jackson (Citation2016), also reported that training evaluation compares post-training results to the pre-training objectives of managers, trainers, and trainees.

Human resource development is an investment in people. The major reason for investing in the training program is to help employees to perform better in the achievement of organizational objectives. Hence, evaluation is a means



to assess the cost/benefit of the training program to the organization. However, evaluation is like brushing teeth after every meal. Even though everyone advocates evaluation, only a few do it. Evaluation is an integral feature of training activities. Evaluation compares the change after training with the set objectives of training (Armstrong, Citation2014). Mondy and Martocchio (Citation2016) explained the possible metrics for evaluating training. These include participants' opinions, the extent of learning, behavioral change, the accomplishment of training objectives, return of investment from training and benchmarking.

Generally, there are four levels of evaluation such as reaction, learning, behavior, and results (Kirkpatrick and Kirkpatrick (Citation2016); Lussier and Hendon (Citation2020); Mondy and Martocchio (Citation2016); Noe and Hollenbeck (Citation2019); Mathis and Jackson (Citation2016),(Dessler, Citation2020) and (Kirkpatrick, Citation2020).

Employee performance

Employee performance is achieving and accomplishing specific and well-determined tasks in the organization, these tasks will be measured with well-planned and predefined goals, objectives (Safitri & Lathifah, Citation2019). Armstrong (Citation2020), stated that Employee Performance management is the continuous process of improving performance by setting individual and team goals that are aligned to the strategic goals of the organization, planning performance to achieve the goals, reviewing and assessing progress, and developing the knowledge, skills, and abilities of people (Armstrong, Citation2020). Some of the main performance measurements are productivity, efficiency, effectiveness, quality and profitability (Aidan, Citation2013; Armstrong, Citation2020). Employee performance demonstrated the improvement in production by perfect use of new technology with the help of highly aggravated employees (Al-Omari et al., Citation2020). Manger used to set high standards for individual in order to measure the performance of employees for the betterment of organization (Buchanan. & Badham, Citation2020).

Impact of training on employee performance

According to Landa (Citation2018), training has a significant positive relationship with employee performance. Training is considered as a fundamental tool in the organizational capacity building to improve its performance and achieving its goals (Sasidaran, Citation2018). As cited in Afroz (Citation2018), training and development is the organization's strategic instrument to improve employee performance by acquiring and equipping employees with the cutting-edge skills and knowledge along with the right organization attitude by the best practice to do their tasks within the planned goals and objectives. Training is the main pillar that is significantly predicting employees' performance, it enhances their capabilities, capacities, competencies, and their recognition for their works and duties (Kenny & Nnamdi, Citation2019).

Some studies indicate that training and the employee's performance are inter-connected with several variables. For instance, Luo et al. (Citation2021) investigated the relationship among training, supervisory mentoring, job satisfaction, and task performance, with the consideration of interpersonal helping's moderating role. The results show that training and supervisory mentoring have significant effects on job satisfaction and task performance; job satisfaction has a positive effect on task performance and along with supervisory mentoring, interpersonal helping has a moderating effect on task performance. As stated by Melian Gonzalez and Bulchand Gidumal (Citation2017) on the investigation of the relationship among front office employee performance, information technologies (IT), service encounter, and critical incidents, IT takes part heavily in the task performance of front office workers, who rely on IT to get their job done. On the other hand, in service encounters, the value of the human presence is still high, and in most critical incidents IT do not participate. Sendawula et al. (Citation2018) in the investigation of training and employee engagement on employee performance using evidence from Uganda's health sector considered the relationship among training, employee engagement, and employee performance.

Therefore, training and the employee's performance are inter-connected with several variables. However, the study of impact of training on employee performance: A case study of Bahir Dar University, Ethiopia focused on relationship between employee's performance with the four phases of the systematic training processes/training dimensions, such as training needs assessment, training design, delivery style, and training evaluation. This is one novelty of the study.



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