



THE IMPACT OF TRAINING AND DEVELOPMENT TOWARDS EMPLOYEE PERFORMANCE IN UNIVERSITY COLLEGE MALAYSIA.

H.L. Neel wasantha, C.J.P. Kulathilaka, K.M.M.C.B. Kulathunga, Rayhan

ABSTRACT

The study focuses on the impact of training and development on employee performance at University college in Malaysia. Training and development is a critical process, which seeks to improve the performance of workers in the educational organization. In order to form competent committees, employees' relevant expertise and intellectual capacity needs to be improved. Moreover, the ineffectiveness of training and development of employees in the organization reduces the organization's productivity, as organizations depend on having people with the right skills, attitudes and capabilities in order to reach goals effectively.

A random sampling method was used to select participants for this study, which adopted a quantitative approach. Accordingly, data was collected using a questionnaire. The study was limited to employees of university college. Subsequently, the findings revealed that working conditions and a lack of resources affect the training and development of employees. It is recommended that certain areas be improved, that is, management support, the provision of feedback to employees and the conducting of employee training and development on a continuous basis. The findings show that this would improve employee performance in the UNIVERSITY COLLEGE MALAYSIA.

Key Words: Training and Development, performance

Back ground of the study

Universities are facing increased competition due to globalization, changes in technology, political and economic environment and therefore prompting these organizations to train their employees as one of the ways to prepare them to adjust to the increases above and thus enhance their performance. It is important to not ignore the prevailing evidence on growth of knowledge in the educational corporate world in the last decade. This growth has not only been brought about by improvements in technology or a combination of factors of production but increased efforts towards development of university educational level. It is therefore, in every educational institutions responsibility to enhance the job performance of the employees and certainly implementation of training and development is one of the major steps that most institutes need to achieve this. As is evident that employees are a crucial resource, it is important to optimize the contribution of employees to the university aims and goals as a means of sustaining effective performance. This therefore calls for managers to ensure an adequate supply of staff that is technically and socially competent and capable of career development into specialist departments or management positions. The question that may arise in many instances is why human resources are important. Bearing in mind that human resources are the intellectual property of the all educational organization, employees prove to be a good source of gaining competitive advantage, training is the only way of developing organizational intellectual property through building employee's competencies. In order to succeed Organizations, have to obtain and utilize human resources effectively. Organizations therefore, need to design its human resource management in ways that fit into the organization's structure as this it will make the organizations achieve their goals and objectives. Moreover, it is also important for organizations to assist their workforce in obtaining the necessary skills needed and, increase commitment. The management of human resources in Malaysia is general and Bangladesh is particular rather challenging as most organizations have difficulties finding proper human resources. This may partly be a result of the different kinds of problems, for example, political instability, corruption, bureaucracy, poor infrastructure, low levels of education and purchasing power, diseases and famine.

Research Questions:

1. What are the major purposes of training and development practices and processes including the assessment of training needs?

2. How did the training and development practice develop in the university
3. What are the training and development policies and practices in the university.
4. Does training and development have positive effect on worker performance and productivity at university?

Literature Review

“Training is the act of increasing knowledge and skills of an employee for doing a particular job. The term ‘training’ indicates the process involved in improving the aptitudes, skills and abilities of the employees to perform specific jobs. Training helps in updating old talents and developing new ones. ‘Successful candidates placed on the jobs need training to perform their duties effectively’. (Source: Aswathappa, K. Human resource and Personnel Management, New Delhi: Tata McGraw-Hill Publishing Company Limited, 2000, p.189). The principal objective of training is to make sure the availability of a skilled and willing workforce to the organization. In addition to that, there are four other objectives: Individual, Organizational, Functional, and Social.

The field of Human Resource Management covers numerous aspects related with the proper management and enhancement of competent human resource of any organization. These aspects include matters such as recruitment and selection, performance appraisal, stress management, labor relations and so on. Likewise, the topic of employee training development cannot be left out as well. An organization cannot obtain optimum benefit from even its high performing employee self-sufficient training and orientation is not provided to them. In regard to new recruitment and selection too, carefully selecting employees does not guarantee that they’ll perform effectively. Even high potential employees cannot do their job effectively if they don’t know what to do how to do it. Thus, in order to ensure fine and competent performance from employees, it is must on every firm’s part to provide training and also career development opportunities to their employees.

Employee Development Programs are designed to meet specific objectives, which contribute to both employee and organizational effectiveness. There are several steps in the process of management development. These includes reviewing organizational objectives, evaluating the organization’s current management resources, determining individual needs, designing and implementing development programs and evaluating the effectiveness of these programs and

measuring the impact of training on participant's quality of work life. In simple way, it can be denoted as per the following formula.

Employee Development = Employee Education + Employee Skills + Training Effectiveness + Employee Quality of work life. There are various authors who shared their views regarding the role of training and development in different. Human resource is the very important and the backbone of every organization and it is also the main resource of the organization. So organizations invest huge amount on the human resource capital because the performance of human resource will ultimately increase the performance of the organization. Performance is a major multidimensional construct aimed to achieve results and has a strong link to strategic goals of an organization (Mwita, 2000). As the Mwita (2000) explains that performance is the key element to achieve the goals of the organization so to performance increase the effectiveness and efficiency of the organization which is helpful for the achievement of the organizational goals. But the question arises that how an employee can work more effectively and efficiently to increase the growth and the productivity of an organization (Qaiser Abbas and Sara Yaqoob). There are many factors which improves the work of the employee such as flexible scheduling, training etc.

Conceptual framework

To implement the study following dependent and independent variables are shown in the theoretical framework. The training & development is the independent variable and organizational performance is the dependent variable. These two variables have been chosen to see the relationship between these variables i.e. to see the impact of Training & development on the organizational Performance. The theoretical frame work can also be seen from the following diagram.

3.1 Figure conceptual framework.

H1: There is a positive or negative relationship between training design and training and development

H2: There is a positive or negative relationship between on the job training and training and development

H3: There is a positive or negative relationship between delivery style and training and development

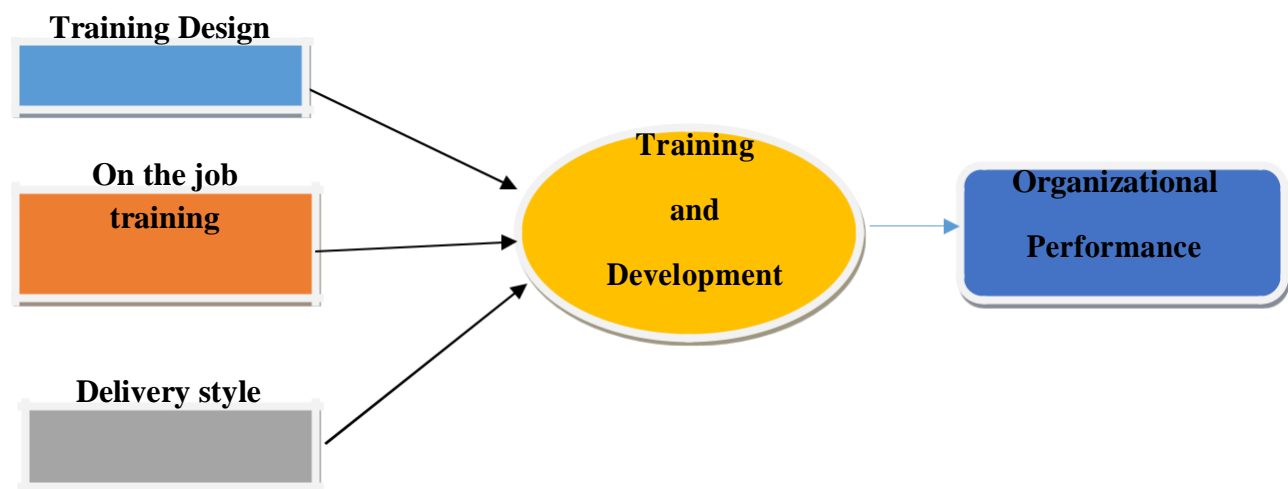
H4: There is a positive or negative relationship between training and development and organizational performance

Data Analysis and Discussion

Methodology

Many researches have described the significant relationship between employee training and employee performance. Mehmood (2012) in his study discussed that training impacts on the performance of employee, and the findings have been disclosed that training has an impact on employee retention & performance (as cited in Sanyal, 2018). This research was conducted using a quantitative strategy due to it attempted to measure various variables to clarify the link between training and employee performance. Accordingly, this research measured mediator variables of effective leadership, effective communication, quality of work, employee motivation and job satisfaction that are influenced by training, which in turn could influence employee performance.

Diagram.



Research Design

The research design is a frame work for planning the research and answering research questions it determines how researcher will collect and analysis the data. It includes source of data population,

sample design, sample of the study, data collection techniques, data analysis techniques and presentation, methodological limitation of the study. This research study aimed by investigating the employee training and development and its impact on employees' performance of the organization that were consist with academic and non-academic staff. The sample size of the research study was randomly selected. A questionnaire was administered through email, and the actual sample obtained was 85. Analytical tools of the study are descriptive analysis and Pearson correlation

Results

The Pearson's Correlation Coefficient analysis revealed positive relationship between the main variables of employee training and development and employee performance. This was achieved through testing the relationship between the independent variable - Employee training - and the mediator variables - effective leadership, effective communication, and quality of work, employee motivation and job satisfaction - which strongly influenced the dependent variable of Employee performance.

	Variables	P value	Correlation Coefficient	Accept/Reject
Employee training and development	Training design	0.000	0.681**	Accepted
	On the job training	0.000	0.638**	Accepted
	Delivery style	0.000	0.735**	Accepted

Source: Compiled by Author

Table: Pearson correlation Analysis Summary

The Pearson correlation of employee training and development and employee performance is + 0.564. it was significant at 0.000 level by indicating a fairly strong relationship between variables such as training design, on the job training, delivery style.

Conclusion

This study mainly studied the impact of training and development on the performance of employees. The results are shown the main facts that employee training and development enhances the training design, on the job training and delivery style which directly correlate with performance of employees positively. Furthermore, this research revealed that employee training and development is an effective tool that an organization can utilize to improve the competitive advantages and the enhanced performance of the employees can improve performance of the organization in the competitive business environment. It rises the company reputation in public, and productivity level of employees and profitability of the organization in the long run. The research findings confirm the previous findings which determined that training and developments skills, attitudes and behaviors (Appiah, 2010 and Qureshi, 2016) and inculcates new insight which in turn improves their performance.

The study further confirms that offering training and development opportunities for senior employees will assist to fill the gap of studies identified performance, skills and knowledge gaps. Improved training opportunities can allow them to fill their potential for their respective job roles. An organization's capability to originate totally based on its human resource (Shipra, 2018). By trainings employees, it can be study new techniques to enhance their job.

Training should be designed as requirements of the organizational objectives that will be enriched the employees with their skills and knowledge to focus their jobs. On the job training is more important to upgrade the qualities of their services. Mode of delivery style is another impact to the organizational performances of the organization to improve the level of standards of their services and maintain the quality of the job.

Recommendations

Employees are most crucial assets to the organization. Therefore, a planned investment to enhance their knowledge skills and abilities will offer the good return on investment to the organization. The employees are more important asset to the organization therefore a project of investment will provide the best income on investment due to improvement of their skills, knowledge and abilities

and its growth of their performance. As revealed in this study, improving on developing the skills and knowledge of the managerial employees, sharing the advantages of enhancing the competencies of their employees that will be enriched their skills and knowledge. Training should be continuing process that includes periodic assessment scheme and arrange some opportunities to fill their performance gap of the study that will help to make the trainees aware programs by focusing the organizational success as well as their personal growth. This study has opened some opportunities for future researchers to enhance the demographic part of research for better understanding on the participant's background. It assists to examine the factors that influence the employee performance while identifying the demographical factors impact to the performance with and without training. This study mainly focusses to enrich the employees how they should enhance their skills and knowledge as their designing of training, on the job training and delivery styles of the organization. Then by changing the mode of training and delivery styles that can be upgraded the performance of the employees and they self-motivated to contribute their services to the organization. Then need to change on the job training and delivery style to improve the performance of the employees.

References

- Adamu, S. (2008), Manpower Planning and Administration, Lagos: National Open University of Nigeria.
- Albaladejo, M. and Romijn, H. (2001), Determinants of Innovation Capability in Small UK Firms, ECIS working paper No. 00.13.
- Adeniyi, O.I. (1995), "Staff training and development" in Ejiogu, A; Achumba, I. Asika (eds). Reading in Organizational Behaviour in Nigeria, Lagos: Maltho Use Press Ltd.
- Advanced Team Concepts, Employee Motivation with Employee Training Development, www.atctraining.com/building_employee_excellence.htm. [accessed 30 April 2012].
- Akintayo, M.O. (1996), "Upgrading the teacher's status through in-services training by Distant Learning System" (DLS) Unpublished, A public lecturer at the Second convocation ceremony of NTI, NCE by DLS.

Beardwell, I. and Holden, L. (2001), *Human Resource Management: A contemporary approach*. Essex: Pearson Education Limited.

Berge Z. L. (ed) (2001), *Sustaining Distance Training: Integrating Learning Technologies into the Fabric of the Enterprise*, San Francisco: Jossey-Bass

Christy Lively (eHow Contributor), *Coaching and Understudy Assignments as Management Training Methods*, www.ehow.com/list_7492561_coaching-assignments-managementtraining-methods.htm.

Collier, W., Green, F., Pierson, J., Wilkinson, D. (2003), *Training and Establishment Survival*, Royal Economic Society Annual Conference.

Dearden, L., Reed, H., Van Reenen, J. (2000), *Who Gains when Workers Train? Training and Corporate Productivity in a Panel of British Industries*. IFS Working Paper No. WP00/04, Institute for Fiscal Studies

Devanna, M. A., Fombrun, C. J., and Tichy, N. M. (1984). A framework for strategic human resource management. In Fombrun, C.J., Tichy, N.M. and Devanna, M.A. (Eds.), *Strategic human resource management* (33-55). New York, NY: Wiley.

Eboh, C.E. (2009), *Social and Economic Research: Principles and Methods*, Enugu: African Institute for Applied Economics.

Ezigbo, C.A. (2011), *Advanced Management: Theory and Applications*, Enugu: Immaculate Publications Limited.

Flippo, E.R. (1984), *Personnel Management* (6th Ed), New York: McGraw-Hill.

Hamid, S. (2011), A study of effectiveness of training and development programmes of UPSTDG, India – An Analysis, *South Asian Journal of Tourism and Heritage* 4(1) 7482.

Kozlowski, S., Brown, K., Weissbein, D., Cannon-Bowers, J., and Salas, E. (2000). A multilevel approach to training effectiveness, In Klein, K. and Kozlowski, S. (Eds.), *Multilevel theory, research, and methods in organizations: Foundations, extensions, and new directions* (157-210). San Francisco, CA: Jossey-Bass Publishers.

Kozlowski, S.W.J. and Salas, E. (1997). An organizational systems approach for the implementation and transfer of training, In Ford, J.K, Kozlowski, S. W. J. Kraiger, K. Salas, E. and Teachout, M. (Eds.), Improving training effectiveness in work organizations (247-287). Mahwah, NJ: Erlbaum.

Olaniyan, D.A. and Ojo, L.B. (2008), Staff training and development: a vital tool for organizational effectiveness, European Journal of Scientific Research, 24(3). EuroJournals Publishing, Inc. <http://www.eurojournals.com/ejsr.htm>

Stolovtich, H. D., and Keeps, E. J. (1999), Handbook of human performance technology: A comprehensive guide for analyzing and solving performance problems in organizations, San Francisco, CA: Jossey-Bass Publications.

Stoner, J.A.F., Freeman, R.E and Gilbert, D.R. (2007), Management (6th ed). Dehli, India: Dorling Kindersley (India) Pvt. Ltd

Tharenou, P., Saks, M.A. and Moore, C. (2007), A review and Critique of research on training and organizational-level outcomes, Human Resource Management Review (17): 251-273

Thang, N.N., Quang, T. and Buyens, D. (June, 2010), The relationship between training and firm performance: a literature review, Research and Practice in Human Resource Management, 18(1). Singapore Human Resources Institute and Curtin University of Technology.