

The role of training and developement in enhancing the performance of the employees

Le rôle de la formation et du développement dans l'amélioration de la performance des employés

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Abstract:

This paper analyzes the influence of of training on employee performance, by adressing the training types ; objectives and program. In order to understand the study aim, factors affecting employee performance been touched on focused particularly on identifying the impact of training and developement existing in the organization , the importance of training on the employee performance, Individual Benefits from Training and Development on employees; and Organizational Benefits from Training and Development Program.

Keywords: Training and development; employee performance; organizational performance.

المخلص

تحلل هذه الورقة تأثير التدريب على أداء الموظف ، من خلال التطرق الى أنواع التدريب ؛ الأهداف والبرنامج. و من أجل فهم هدف الدراسة ، تم التطرق إلى العوامل التي تؤثر على أداء الموظف بالتركيز بشكل خاص على تحديد تأثير التدريب والتطوير الموجود في المنظمة ، وأهمية التدريب على أداء الموظف ، والمزايا الفردية من التدريب والتطوير على الموظفين ؛ والمزايا التنظيمية من برنامج التدريب والتطوير.

الكلمات المفتاحية: التدريب والتطوير، أداء الموظف، الأداء التنظيمي.

1. Introduction

Organizational performance and its growth depend upon the skills and knowledge of the employees which considered as the assets of the firm. The knowledge, development, abilities and skills are the dimensions of the process of training and development. However, the results of training impart major contribution in the better performance therefore, considered at strategic level in the organizations.

The training and development of the employees has direct contributions in the high achievements of organization which shows better employee performance. So as result ; Training increased the organizational performance which predicted by many researches .

Theremore ; the objectivity of training and development and its continued learning process has always been leverage with the consumer goods and now it has become rather an over arching trend of social needs, emphasizing that organizations must inculcate learning culture as a social responsibility. It has been also proved by many studies in the past that there are sound connections between various Training and development practices and different measures of employee and organizational performance.

Training and development, has its strategic positioning and it directly contributes towards organizational business goals and objectives. Imparting training through use of new technologies and adapting to innovative training methods.

Based on that, the following question arises; how can training and developement impact on employee performance; and successfull of society?

To answer this problem, the following questions are included:

What is training and development? And its types ; and objectives?

What is the defenetion of employee performance?

What are the Benefits of Training and Development on employees; and Organizational performance ?

2. Training and development

Background

In 1970s, the efforts of career planning and development were mainly dedicated on young employees those demonstrate to have a high potential. It has been suggested for the organizations to make plan for future and provide training and development to their fresh employees for the high-ranking positions in future. However, the career path model develops very well through the conservative commitment which employees would offer to their organization.

This commitment can be described as emotional agreement by which employers are commonlyguaranteed the loyalty for long term commitment with organization in result of providing employees work safety, chances for advancement in career, and training opportunities .

The proficiency to acquire on the commitment promptly on the top of organizations reduced during 1980s when organizations were trying to moving a flat hierarchy where fewer opportunities

for promotion. In 1950s a particular number of organizations adopted the similar way to train their employees. However, in 1950s Crotonville Management Development Institute has developed by General Electric .

In start of 1960 MacDonal also followed this trend and start Hamburger University for the training of their employees. Therefore currently maximum number of organizations emphasized on the training and development of the employees.

2.1 Training and development

- Arnoff (1971) observes that training and development foster the initiative and creativity of employees and help to prevent manpower obsolescence, which may be due to age, attitude or the inability of a person to adapt him or herself to technological changes.1
- Obisi (2001) training is a process through which the skills, talent and knowledge of an employee is enhanced and increased. He argues that training should take place only when the need and objectives for such training .2
- Mamoria (1995) training is a practical and vital necessity because; it enables employees to develop and rise within the organization and increase their market value, earning power and job security. Mamoria explains that training helps to mould employees' attitudes and help them to contribute meaningfully to the organization.3
- Scott, Clothier and Spriegel (1977) agree that training is the corner-stone of sound management, for it makes employees more effective and productive. They argue that training is actively and intimately connected with all the personnel and managerial activities. It would be difficult for a new employee to grow on the job and become a manager without adequate training and development.4

2.2 Different between Training and Development

While measuring the effectiveness of training and Human Resources Development, it is necessary to point out their similarities and differences with respect to improving management skill. Training is generally regarded as a subset of Human Resources Development. Training can be referred to as a structured learning experience. Training activities such as seminars and workshops are normally centered on improving specific skill, whereas HRD concentrates on the improvement of all the necessary skill required by the employees of an organization to be effective. However, training is regarded as a tool for HRD, on the other hand, training can be regarded as a short term activities and HRD are regarded as having long term horizon. Meanwhile, they might be defined differently but their goal and objectives are the same, their activities tend towards enhancing employees knowledge and skill for effective performance.

Organizations whether private sector or public sector are generally agree that training and development is very critical to the growth and development of the core activities in which the organizations engages.5

2.3 TYPES OF TRAINING

There are **two** major types of training, on-the -job training and off- the -job training as identified by Alo (1999):6

1_ **On-the-job training**, is normally handled by colleagues, supervisors, managers, mentors' to help employees adjust to their work and to equip them with appropriate job related skills Armstrong argues that on-the-job training may consist of teaching or coaching by more experienced people or

trainers at the desk or at the bench. It may also consist of individual or group assignment and projects and the use of team leaders and managers.⁷

According to Armstrong, on-the-job training is the only way to develop and practice the specific managerial, team leading, technical, selling, manual, and administrative skills needed by the organization and it has the advantages of actuality and immediacy as the individual works, learns and develops expertise at the same time.

Disadvantages of on-the-job training according to Armstrong are that the effectiveness of the learning is strongly influenced by the quality of the guidance and coaching provided on the job. Many managers and team leaders are unskilled at training and disinclined to carry it out or to encourage it. Furthermore, relying on fellow employees in “sit by me” training has obvious disadvantages as instruction may be inadequate and the training may perpetuate bad habits. Again, the learner may be distracted by the same environment and find it difficult to acquire basic skills quickly.

To resolve these disadvantages, train the trainers programme should be regularly embarked upon to sharpen the skills of supervisors and in-house trainers.

2_Off-the-job Training

According to Ejiogu ⁸ off-the-job training would include lecture, vestibule training, role playing, case study, discussion and simulation Armstrong (1995)⁹ listed group exercises, team building, distance learning, outdoor and workshops as part of off-the-job training. He further explains that off-the-job training may be provided by members of the training department, external education and training establishments, or training providers-training consultants or guest speakers. He encourages line managers to be closely involved to bring reality into the classroom, to ease the transfer of learning, and to make sure that those involved in off-the-job training are carefully selected, briefed and monitored so as to ensure that they make the right contribution .

2.4 Training Objectives

Objectives of training are what employees would achieve and gain after undergoing the training program. The benefits of a training program refer to the objectives. Before employees embark on any training program, it is assumed that there are handicaps. If the handicaps are overcome after undergoing the training program it means that objectives have been achieved. Objectives mean what we can learn and do after a training program. Some organizations send their employees on a training program without identifying objectives and without knowing what the trainees would achieve by the time they come back from the training program, they will be able to achieve certain things. **For example**, employees were not able to conduct bank reconciliation statement or were not able to operate windows '98 and windows 2000. If they are able to do so at the end of a training program, one could say that the objectives have been realized.

Training Proposal and Planned of Training

Employee training is not cheap. It is a costly affair as care should be taken in drafting training proposal. The following steps should be taken into consideration, while drafting a training proposal

- Identifying Training needs
- Developing a theme for the training program.
- Introducing the theme.
- Objectives of the training program has to be identified
- Content of the training
- Benefits to participants
- Benefits to the organization
- Resource persons
- Duration
- Cost
- Training method

- Venue
- Time
- Target group
- Feedback, Monitoring and follow-up . 10

3. *Employee performance*

3.1 *Literature review*

According to Hawthorne studies, and many other research work on productivity of worker highlighted the fact that employees who are satisfied with their job will have higher job performance, and thus supreme job retention, than those who are not happy with their jobs .

Moreover, it is stated that employees are more likely to turnover if they are not satisfied and hence demotivated to show good performance. Employee performance is higher in happy and satisfied workers and the management find it easy to motivate high performers to attain firm targets..

The employee could be only satisfied when they feel themselves competent to perform their jobs, which is achieved through better training programs. Recognizing the role of training practices, enable the top executives to create better working environment that ultimately improves the motivational level as well as the performance of the workforce.

According to Leonard-Barton, an organisation that gives worth to knowledge as a source of gaining competitive edge than competitors, should build up system that ensure constant learning, and on the effective way of doing so is training. **Pfeffer** highlights that well-trained workforce is more capable of achieving performance targets and gaining competitive advantage in the market. Training is determined as the process of enabling employee to complete the task with greater efficiency, thus considered to be vital element of managing the human resource performance strategically. 11

3.2 *Guidelines for Employee Professional Evaluation & Development*

1 Ability:

Evaluate the employee's physical ability and health issues, if there are any, to decide to what extent can he perform the job, in addition, evaluate the employee's present and past psychological state to decide if he or she has the mental ability to actually start or even continue the tasks. For example: Kaiser Permanente has been ranked 3rd in 2012 in recruiting disabled employees', who constitute 5% or the workforce there, and assigned them tasks that could actually fit their capabilities . 12

2 Standards:

Evaluate how the employees perceive their jobs in term of understanding their tasks and duties, smooth cooperation with their supervisors, and awareness of time limits. Also, evaluate how goals and procedures are presented to employees in terms of clearance, and availability (soft or hard copies). For example, Halliburton's "zero" rule, which seeks to zero health incidents, is set, clearly, to both employees and visitors, even on their website to ensure safety in its facilities.13

•3 Knowledge and Skills:

Evaluate if the employees' background knowledge and adeptness are compatible with tasks and duties. If they are not, check if there is any training to narrow the knowledge and skill gaps. And if there are no trainings, decide whether it is absolutely necessary for the employee to complete the tasks. For example, most IBM employees need to have an electronic or computer skills background, but if some lack some of this knowledge; IBM will provide extensive trainings to close the gap.14

4 Measurement:

Evaluate your employee evaluation if it is based on measuring the employees' performance in terms of task performance or if it biased to the employee. For example, the Accreditation Board of Engineering and Technology sends its evaluators overseas to evaluate college professors in terms of accreditation standards, while maintaining a completely un-biased status.

5 Feedback:

Check if the employee receives regular feedback on his or her work and performance or not. And if feedback is received, check if it is related to compensation, and if the employee chooses his evaluator.

6 Environment:

Check if the employee is surrounded by the necessary tools needed for task completion and if enough time is given for task completion, or if the working environment is comforting for task completion.

7 Motivation:

Check if there is any sort or incentive for good performance or punishment for bad performance. Additionally, for effective employees, check for any guard for those employees if they are punished with extra tasks to do just of their good performance. For example JFC staffing company motivates its employees through the "employee of the month competitions". 15

3.3 Training Need in Employees and its Implementation

Leicester identified three means for designing and aligning the strategy of training and development. The focus of the study was on the line manager development. The three phases included the employee's performance appraisal, development of the workers and creation of balance between the tasks and training that is further creating a link between the training and its requirement. However, Burney offered a theory of Resource based view in which the organization can achieve the competitive edge only on the base of its internal resources which included skills of the employees and knowledge etc. The organizations can maintained its performance by implementing the training at strategic level, and if they failed to implement strategies their internal capabilities will be exploited.

Dessler defined the training as giving new and different skills to the employees for performing their jobs.

Armstrong suggests that " training can refer to the practice of equipping employees with skills, knowledge, and abilities, with the aim of building organizational capabilities and increasing increase organizational performance".

There are different approaches to the training which linked the learning in the organization with the strategic T&D like Proactive Approach In which learning activities with the corporate business strategy and its focus is on developing competencies.16

3.4 The factors affecting employee performance

1 Management –subordinate relationship

As organizations strive for flexibility, speed and constant innovation, planning with the people and not for the people ensures a positive relationship to performance improvement When employees are given freedom to participate in organizational decision making for example, there is are high chances of having mutual trust between management and employees. Mutual trust and cooperation help to break the barriers between the two parties. The employees will not resort to strikes and work stoppages without exhausting all the available channels of resolving the dispute. Employees will be motivated because management considers them as partners in contributing to organizational success instead of being seen as mere subordinates and therefore will avoid engaging into counterproductive behaviors hence improved performance through timely achievement of organizational goals and objectives. Additionally, **Ichnniowski** argues that innovative human resource management practices improve performance like use of systems related to enhance worker participation and flexibility in the design of work and decentralization of managerial tasks and responsibilities.

2 Working conditions

Although working conditions do not have a direct impact on production or output, they indeed have an indirect performance for example if the manual or mental work involved in certain jobs in a factory is tiresome, it will result into endangering not only the company property but also result into accidents which may further involve such incidents like loss of life. This might have adverse effects

on the morale of the entire work force. Therefore organizations should establish working conditions that do not affect the work force negatively by providing among other things noise free environments, adequate lighting systems, adequate temperatures. Organizations can prevent accidents and maintain good safety records through development of a positive safety culture to ensure good working condition hence performance improvement.

3 Reward system

The overall aim of reward systems is to attract and retain quality human resources. When the pay conditions are perceived by the employee as equitable and in relation to their performance improvement. Organizations can use non-financial rewards like transport fee, incentive schemes to increase performance. Additionally, organizations should adopt reward systems that are similar to the industry in which they operate or organizations can develop performance based pay systems in order to reward employees according to the set performance standards and profitability goals. Therefore for performance to improve, organizations need to create and maintain a sense of fairness equity and consistence in their pay structures . Employees expect that the employers will purchase their labor at a certain price.

4 Health creating

a healthy work climate, both management and workers unions should have a united hand and in the well-being of the organizational employees. Unionizations improve the industrial relations in instances where the management allows free participation of employees in trade unions. Management and trade unions will negotiate through collective bargaining processes the conditions of workers employment. Nilsen (2002) argued that industrial peace is a very important aspect for performance and growth of organizations. If the organization is plagued by industrial disputes and strikes, performance is bound to decrease. In other words, for overall productivity to improve health unionization should be considered and industrial disputes prevented through negotiations, conciliation rather than confrontation.

5 Team work

This is when two or more people interact and coordinate to accomplish a specific goal and objective. When organizational members work together in teams, coordination of organizational goals and objectives becomes easier. This will lead to the teams sharing performance goals and thus lead to improving the morale of the employees which will later lead to improvements in productivity. Team works encourages open communication between employees and have compliment skills which enable them to achieve more in a specified period of time as compared to when the individual is working alone hence creating synergy.

Additionally, **Stoner** argues that employees in teams often unleash enormous energy and creativity reduces boredom because teams create a sense of belonging and affiliation hence increase in employee's feeling of dignity and self work. However, teams have the potential to be productive but the degree of performance depends on the relationship between management and the working team. Therefore support from management enhances performance of teams and performance improved in general.¹⁷

4. The impact of training development on employee performance

4.1.1 Effect of training on performance

In thereal world, organizational growth and development is affected by a number of factors. In light with the present research during the development of organizations, employee training plays a vital role inimproving performance as well as increasing productivity.

This in turn leads to placing organizations in the betterpositionsto face competition and stay at the top. This therefore implies an existence of a significant difference between the organizations that train their employeesand organizations that donot.Existing literature presents evidence of an existence of obvious effects of training and development on employee performance. Some studies

have proceeded by looking at performance in terms of employee performance in particular while others have extended to a general outlook of organizational performance.

In one way or another, the two are related in the sense that employee performance is a function of organizational performance since employee performance influences general organizational performance. In relation to the above, **Wright & Geroy** note that employee competencies change through effective training programs. It therefore not only improves the overall performance of the employees to effectively perform their current jobs but also enhances the knowledge, skills and attitude of the workers necessary for the future job, thus contributing to superior organizational performance. The branch of earlier research on training and employee performance has discovered interesting findings regarding this relationship. Training has been proved to generate performance improvement related benefits for the employee as well as for the organization by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies and behavior.

Moreover, other studies for example one by Swart et al. elaborate on training as a means of dealing with skill deficits and performance gaps as a way of improving employee performance.

According to Swart et al., bridging the performance gap refers to implementing a relevant training intervention for the sake of developing particular skills and abilities of the employees and enhancing employee performance. He further elaborates the concept by stating that training facilitates organization to recognize that its workers are not performing well and thus their knowledge, skills and attitudes need to be molded according to the firm needs. It is always so that employees possess a certain amount of knowledge related to different jobs. However, it is important to note that this is not enough and employees need to constantly adapt to new requirements of job performance. In other words, organizations need to have continuous policies of training and retaining of employees and thus not to wait for occurrences of skill and performance gaps.

According to **Wright & Geroy** employee competencies change through effective training programs. It not only improves the overall performance of the employees to effectively perform the current job but also enhances the knowledge, skills and attitude of the workers necessary for the future job, thus contributing to superior organizational performance. Through training the employee competencies are developed and enable them to implement the job-related work efficiently, and achieve firm objectives in a competitive manner. Further still, dissatisfaction, complaints, absenteeism and turnover can be greatly reduced when employees are so well trained that they can experience the direct satisfaction associated with the sense of achievement and knowledge that they are developing their inherent capabilities.

Most of the benefits derived from training are easily attained when training is planned. This means that the organization, trainers and trainees are prepared for the training well in advance. According to **Kenney & Reid** planned training is the deliberate intervention aimed at achieving the learning necessary for improved job performance. Planned training according to Kenney and Reid consists of the following steps:

Identify and define training needs Define the learning required in terms of what skills and knowledge have to be learnt and what attitudes need to be changed. Define the objectives of the training Plan training programs to meet the needs and objectives by using right combination for training techniques and locations. Decide who provides the training Evaluate training. Amend and extend training as necessary .18

4.1.2 The importance of training on the employee performance

through accelerating the learning process, is mentioned in many researches. Employee performance, achieved through training, refers to immediate improvements in the knowledge, skills and abilities to carry out job related work, and hence achieve more employee commitment towards the organizational goals. **Kamoche and Mueller** mentioned that training should lead to the culture of enhancing learning, to raise employee performance and ultimately higher return on investment (in training) for the firm. "A term typical to the Human Resource field, employee performance is everything about the performance of employees in a firm or a company or an organization. It

involves all aspects which directly or indirectly affect and relate to the work of the employees” (employee performance, website).

Employee's performance important for the company to make every effort to help low performers. Performance is classified into five elements : Planning, monitoring, developing, rating and rewarding. In the planning stage ,Planning means setting goals, developing strategies, and outlining tasks and schedules to accomplish the goals.

Monitoring is the phase in which the goals are looked at to see how well one is doing to meet them .Monitoring means continuously measuring performance and providing ongoing feedback to employees and work groups on their progress toward reaching their goals. Ongoing monitoring provides the opportunity to check how well employees are meeting predetermined standards and to make changes to unrealistic or problematic standards . During the developing stage an employee is supposed to improve any poor performance that has been seen during the time frame one has been working at the company. During planning and monitoring of work, deficiencies in performance become evident and can be addressed. The rating is to summarise the employee performance. This can be beneficial for looking at and comparing performance over time or among various employees. Organizations need to know who their best performers are at the end of the cycle is rewarding stage. This stage is designed to reward and recognise outstanding behavior such as .

4.2 Individual Benefits from Training and Development on employees

4.2.1 Career Competencies

Employees get a lot of benefits from the employee training and development program. They learn the soft and technical skills as required by their jobs. In last 30 years unemployment is at its lowest rates which is not beneficial for the workers to start new job, if opportunities for growth are fewer. Fresh university graduates mostly considering for a firm which provides intensively training programs to their employees, but this idea is risky for organizations to lose fresh trained employees with couple of years. Professional which are placed in the industry of information technology, identify that knowledge is authority and they required to retain their abilities and talent according to current requirement of the market. Most of the employees recognize the importance of training program and would like to increase their salary.

It is also expected from the fresh graduate not appropriately equipped for the continually changing business environment. Young professionals with entrepreneurial ambitions know that they have shortage of experience and money; hence they attempt to join companies which provide training programs to prepare their employees for the betterment of future.

Employee development program help employees to survive in the future and develop their abilities to cope with new technologies. From many years the requirements for blue-collar jobs is constant, and numerous companies have prepared a modification for demanding learning software and programmed systems. This requirement is compelling workers to appraise their profession capabilities to sustain their employment. Due to this situation numerous employees have rehabilitated their attitude to acquire promoted inside their organizations to work and develop out of the organization. Therefore workers used to prepare 10 year plan for their future and constantly change their plans after two years as per the change of technology and information.

Tires Plus delivers training to promote a diverse career through the organization which comprises 80 hours training for supervisor to promote them to the manager.

I-Cube, Information technology consulting firm in Massachusetts, provide employee development program for their employees which is named by I-Altitude and offer to fresh employees so that the can easily adjust themselves in the organization. Employees understand that training program can directed to superior duties and higher remuneration. Furthermore, helping workers to improve their skills and knowledge to cope with the future requirements, lead to job satisfaction.

4 .2.2 Employee Satisfaction

Employees have no feeling about their organizations, if they think that their organizations are not caring about them. Companies which are willing to spend money on their employees, give value to work with those companies, even though that investment eventually benefits the organization.

Companies which are providing the training and development programs for their employees are achieving high level of employee satisfaction and low employee turnover .

Training increase organization's reliability for the reason that employees recognize their organization is spending in their future career.

Loyalty with the organization cannot be calculated but it is substantial to intrinsic reward that employee feel. Employee feels comfortable and wants to stay with their organization, when they feel they are putting their efforts and skills in the bottom line for their organization.

Employees who are satisfied with their jobs, believe that their work has a purpose and important for their organization.

Usually the best performers do not leave a job for the purpose of financial benefits. Though salary and benefits plays an important part in selecting and retention of the employees, employees are always observing the opportunities to acquire novel skills, to get the encounter of different duties, and looking for personal and professional development .

Therefore, nourishing these requirements facilitates in figure up confidence, self-esteem and job gratification in employees.¹⁹

4.2.3 Employee Performance

Training effects on behavior of employees and their working skills which resulted in enhanced employee performance and further constructive changes that serves as increase employee performance.

Arthur et al. (2003) developed an analysis of 1152 sample size from 165 resources and revealed that in distinction with no-training or pre-training conditions; training had commonly positive result on job-related performance. However, dissimilarities in positions of effect sizes were not big, the efficiency of training vary regarding the training transfer technique and the skill being trained. Benefits of training program are also related

to technical skills of the employees. For instance, **Davis and Yi** developed two researches with approximately 300 contributors with the help of behavior-model training and remained capable to increase significantly computer skills. Psychologically practicing tasks permitted trainees to grow learned knowledge, abilities and task. Training is positively effects on the employee performance of the employees. During a qualitative study concerning mechanics in India, **Barber** originates that on-the-job training headed to superior novelty and implicit skills.

Technical and professional skills are very important for the employees to perform a job in an effective way. Providing training opportunities to employees can enhance the performance of the employees. Reference to invention, training increased the educated mechanics to figure up two Jeep bodies using only a homemade hammer, chisel, and oxyacetylene welder. Concerning to implicit skills, Barber described in his study that profession of a mechanic needs "feel" to remain successful.

Barber described in the result of an effective training that a mechanic had worthy emotion of how to hit the metal at the particular spot so that work must be performed in a systematic and proper way.

4.3.Organizational Benefits from Training and Development Program

1 Market Growth

Employee development programs are important for any organization to stay solvent and competitive in the market. Though it is expensive for the organization to spend the money on their employees but this investment is positive for the organizations to hold the place in the market. American Society for Training and Development mentioned two motives that are significant for employee's knowledge, first employees identify the worth of training and marketable by organization and second CEOs of the companies understand that how fast information is transferring in current business environment. Greengard described that organizations are required to develop and maintain such learning environment for the employees that expand the knowledge of

organization and competitive ability. However, employee training programs derived through a high price, but have a positive impact on return-on-investment. Microsoft, and General Electric Company are entirely large effective organizations, and these organizations realize training opportunities as an investment.

2 Organizational Performance

Training has been defined as mainly contributing factor to the organizational effectiveness. Exploration on this topic recommends that investment in training and development program can be justified by the impact it creates to developed individual and organizational effectiveness. Furthermore, the earlier researches have mentioned causation between training and effectiveness of the organization. Bartlett recommends that one of the glitches that is usually problematic to identify, is proposing an effective calculation of performance of the organization. Blundell et al. supported this by describing that lack of suitable data and methodological difficulties prevents the adequate assessment of impact of human capital appreciation and performance of organization. However, there is an increasing factor that Human resource management practices impacts on attitudes and work-related manners. To evaluate the effectiveness of training and development program it has been advised that check directly the relationship of training and organizational commitment. Further it has been revealed as certainly correlated to the efficiency of the organization.

3 Employee Retention

The research described that employee retention is a challenging notion and there is no particular method to retain employees with the organization. Several organizations have revealed that one of the characteristic that help to retain employee is to offer them opportunities for improving their learning. Therefore, it has confirmed that there is strong relationship between employee training and development, and employee retention.

Companies should realize that experienced employees are important assets and companies have to suffer the challenge for retaining them. Therefore, companies which are providing training and development programs to their employees are getting success in retaining them. Sears has established that in localities where manager provide help to their employees to develop professionally, turnover is almost 40-50 percentage fewer than those stores where association with the managers does not available.²⁰

On other side, numerous employees participate in employee training programs are not assured of a conventional association between programs and employee retention; several managers found that positive learning atmosphere directed to higher retention rates.

Organizations that are offering employee development programs are getting success with retaining employees. An effective design of training program can also increase retention among employees. Employee retention is a volunteer move by organizations to create an environment which involves employees for long term. For the description of more effective retention, researchers have recommended that organizations may contain with training and development program that classifies volunteer assignments, requirements, and expectations “To retain employees, organizations need to think seriously about their investment in training and development” .

Figure 1: Proposed model of the study

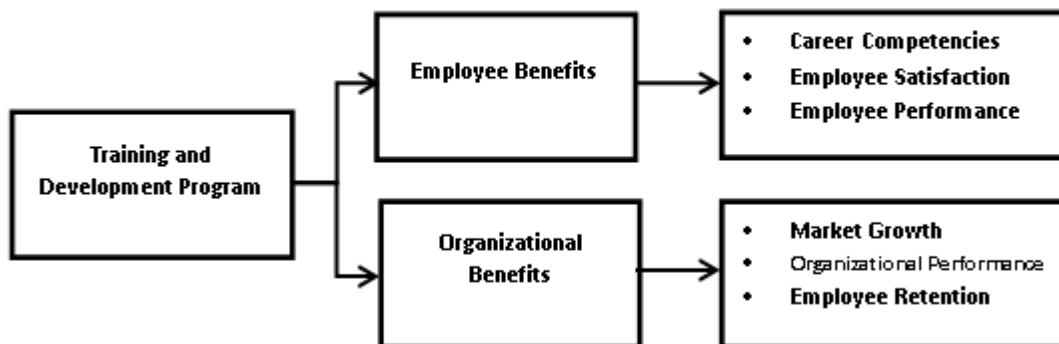


Figure 1 : Benefits of training and development 21

5. CONCLUSION

The main objective of every training session is to add value to the performance of the employees, hence all type of businesses design training and development programs of their employees as a continuous activity. Purpose of training is what employees would attain after experiencing the training program. Some of the organizations plan and implement the training program for their employees without identifying the purpose and objectives and without knowing what the knowledge, skills and abilities employees would learn at the end of the training program and whether they will be able to attain performance targets on job. Therefore, firm must design the training program with clear goals and objectives while keeping in mind the particular needs of both individual and the firm. This study in hand chiefly focuses on the role of training in enhancing the performance of the employees. Training plays vital role in the building of competencies of new as well as current employees to perform their job in an effective way. It also prepares employees to hold future position in an organization with full capabilities and helps to overcome the deficiencies in any job related area.

Training is considered as that sort of investment by the firm that not only bring high return on investment but also supports to achieve competitive advantage. Employees referred as the rare, non-imitable and valuable resource of the firm and the success or failure of any business mainly relies on its employees performance. Thus, organizations realizing the fact are willing to invest in training programs for the development of their employees. Effective training is considered to be a key factor for improved performance; as it can enhance the level of employee and firm competency.

Although the above literature provides the evidences regarding the benefits of training and its positive influence on employee performance, Cheramieet al., argued that, management, mostly feel hesitant while investing in its human resource due to various reasons.

Sometime, in spite of receiving effective and timely training programs, employee are intended to cash it for the sake of their own market value and employment opportunity or willing to change job just because of higher salaries, and thus, firm investment in training results as a cost rather than profit. It is also observed that due to the resistance of the organization towards offering training, propels individuals to invest themselves for their career development and greater performance .

As a result ; training programs is the stimulant that workers require to improve their performance and capabilities, which consequently increase organizational productivity. Therefore, training should be designed on the basis of firm specific needs and objectives. Effective training is the

thoughtful intervention designed at attaining the learning necessary for upgraded employee performance.

The study affirmed that training and developement has a positive impact on employee performance and organizational performance.

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