



## An Appraisal of the Effect of Training on Employee performance in an Organisation: A Theoretical Discussion.

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### Abstract

The existing empirical evidence has indicated that training is an imperative administrative issue in any organisation. Thus, this study aims to appraise the effect of training on employee productivity in the organisation, since the major objective of training is to lead to employee's productivity and organizational development. Based on the comprehensive review of reports, published research, and other relevant materials, this paper presented a logic-based and empirically-based conceptual discussion regarding the role of training in enhancing employee performance in the organisation. The finding of this research indicate that training plays a significant role in improving employee performance. Based on this finding, it is suggested that organisation should make training of employee an inevitable obligatory policy for every personnel. Therefore, future researchers should direct their focus towards the role training play in enhancing employee performance as this will expand the scope of the existing body of knowledge.

**Keywords:** Appraisal, Training, Employee performance and Organisation.

### 1.0 Introduction

There is no doubt that organisations are focusing more on employee performance for success. The success of organizations depends on employee skill, knowledge and attitude. Training is one of the core valuable function of human resource which employee performance depends on. Thus, active usage of training is one of the essential roles of human resource management. Training, in every organisation, is a very vital factor in improving employee's productivity and efficiency and it is impossible for any organisation to exist without human resources which need to be effectively coordinated in order to achieve the objectives of the organisation (Divine, 2017).

Furthermore, the role of training on employee productivity in an organisation is an element of the human resources system whose importance cannot be overlooked. Training is very important at all level of employees, due to the reason that skills erode and become obsolete over a period of time and need to be replenished (Langer & Mehra,

2010). Without proper training of employees in an organisation, human resources operation will be faulty. Employees need the training to respond to customer and market requirement because it keeps on changing. Organizations invest in training programs to improve the performance of employees as the success of organizations depend on skilled labour.

Therefore, the renovation of employees via training would play a key role in determining the positive outcome of the organisation and employees productivity. Personnel training involves the acquisition of talent and skills by individuals through training are fortunes, not to the staff alone but also to the society at large. Training main objective is to increase workers' ability for present and forthcoming tasks and challenges, work ideas and capabilities (cole 2002). Training helps employees to perform processes because it targets the employees' weaknesses and hindrance to perform the specific task efficiently. However, the issue of training is no longer functioning well in the organisation. Therefore, this study aims to examine the role that training playing on the performance of an employee in the organisation.

### 2.0 Literature

#### 2.1 Employee Performance

Performance is very vital to the administration of any organisation (Boyne et al (2003). Performance as a concept lacks a generally accepted definition (Andersen, 2010). Performance signifies the process of change from inputs to output with the purpose of realising a specific outcome. Some authors have noted that two different views are involved in the definition of performance, the two views are a behavioural aspect of performance and outcome aspect of performance. Some researchers further opined that one aspect should be the measure of employee without the other while some of them believe that two aspects should form the measure of employee performance (e.g., Ahmad, & Shahzad, 2011; Aguinis, 2009; Kanfer, 1990; Roe,



1999; Campbell, 1990; Campbell, McCloy, Oppler & Sager, 1993).

Therefore, employee performance is typically conceptualized on a micro level to be the activities and behaviours of an individual that plays a role in the accomplishment of firm's goals (Ahmad, & Shahzad, 2011; Aguinis, 2009; Campbell, 1990; Murphy, 1989). Three notions accompanied the above conceptualization. The first notion states that the definition of employee performance should be from the behavioural perspective, and output/result should be used in defining employee performance. The second notion indicates that employee performance connotes those behaviours that are germane to the accomplishment of the firm's objectives, and the third notion signifies that employee performance is not one-sided but multidimensional.

## 2.2 Training

Training is the organized way in which organizations provide development and enhance the quality of new and existing employees (Nda & Fard, 2013). Noe and Peacock (2002) assert that training is the process of providing for and making available to an employee a planned, coordinated program, course, curriculum, subject, system, or routine of instruction or education which is or will be directly related to the employee's performance of official duties for the organisation. Decenzo and Robbins (2001) described training as a "learning experience, in that, it seeks a relatively permanent change in an individual that will improve his ability to perform on the job". Similarly, Garavan et al. (1995) and Harrison, (1993) perceived training as a planned and systematic effort to modify or develop knowledge, skills and attitudes through learning experiences, to achieve effective performance in an activity or range of activities. Training means to educate the employees to improve their knowledge, skills and behaviour towards the job.

According to Ivancevich (2010), training and development is an important core function that provides skills, information and understanding of the organization and its goals to employees. He expressed further that "training is an attempt to improve the future or current performance of an employee and it is important for both new and current employees". According to Manju and Suresh (2011), training serves as an act of intervention to improve the organisation's goods and services quality in stiff competition by improvements in the technical skills of employees. However, Cole (1997) defines the list of factors that affect the quantity and quality of training activities are as follows:

- i. That the degree of change in the external environment e. g. Technology, legislation and so on has an influence on training and development.
- ii. Training emphasizes on internal change e. g. New markets, new processes, new competitors.
- iii. Suitable knowledge, skills and attitude within the existing workforce
- iv. Training focuses on the adaptability of the existing workforce
- v. The commitment of senior management to training as an essential part of economic success
- vi. The extent to which the organization supports the idea of internal career development.
- vii. The extent to which management sees training as a motivating factor in work.

Training is the extent to which workforces improve their knowledge, skills and abilities (KSAs). It is, therefore, refers to the process by which employee acquire knowledge and/or skills for a certain purpose.

## 2.3 Effects of Training on Employee Performance

Training is an important aspect of performance appraisal that plays a significant role in enhancing employee performance in an organisation. For an instant, a study conducted by Iqbal, Ahmad and Javaid (2014) assert that training plays a tremendous role on the performance of workers. Thus, enhance the capability of employees by filling the gap in a very short period of time, by supporting employees in the situation of conflict as well as increases their compatibility for growth. Training directly impact on employees' performance so that they can be innovative and having tacit skills. Training enhances employee's adaptive expertise, self-management proficiency, technical proficiency and cross-cultural adjustment. Training also has indirectly impact on employees performance while increasing coordination among teams, planning, communication skills and empowerment.

Tams (2008) says training makes it possible for enhancing individual self-efficacy at the workplace. It also helps in pushing workers performance to an improved and better level and to elevate their momentum. The employees who would be provided informative training programs from their supervisor would definitely increase the effectiveness of the task they do which will



absolutely improve their performance efficiently (Tai, 2006). Nodler (1984) was of the view that, training is considered for enhancing an individual's position, knowledge and skills on the present job to meet the objectives of the organizations. If employees take participation in training effectively it must be indicating firm have better policies regarding training. He stressed further that 100% employee performance is based on training because technologies are more advanced as compared to before and changing day by day. Saks (2015) assert that trained employees keep on getting new knowledge and improve attitude towards the job and they will have self-efficacy which would increase opportunities for advancement and promotion in order to adopt change.

Ameeq-Ul-Ameeq (2013) argue that training could make organizations be profitable. Training is one of the basic activity in order to have qualified, flexible, skilful and proactive employees (Bartel, 1994; Raghuram, 1994; Macduffie & Kochan, 1995). Organizations spend a sufficient amount of time and money on training in order to help employee's learning of job-related issues and competencies (Cascio, 2000). Training highlights specific techniques and inputs for problems solving and goals set in order attain the right running of each stage of the procedure of the knowledge management (Alavi & Leidner, 2001; Bollinger & Smith, 2001).

Elnaga and Imran, (2013) lamented that the success and failure of any organisation depend on the performance of an employee. Organizations offer training to workers to perform their occupation as an organization want from them to handle the uncertain conditions if arises, and be more dedicated towards their occupation. Training gives the power to employees on how to interact with customers in the best way in responding to their demands. Besides, Sims (1998) was of the view that training preparing employees for doing best work based on teams and providing knowledge about improving service, quality and delivery and make employees be able to understand tasks and processes on how to respond to customers in diversity, convenience and customization.

Training leads to an increase in employee retention (Colarelli & Montei, 1996). Employees training play a greater role in the success of an organization. Employee's performance is expected to enhance once a training program is completed. In this way, the benefit of an organization will be increased due to the enhancement of employees' skills, knowledge productivity and output. In return, the employees get opportunities, higher

wages and high ranking as well. Thus, training leads to employees commitment and fosters retention of employees. This is in line with the assertion of Sims (1998) that training gives power to employees to increase satisfactory delivery, efficiency and effectiveness on the job.

Moreover, Deckop et al. (2006) declare that training is designed to fulfil the needs of employees. In this way, employees will be more productive and also be satisfied. Training helps employees to enhance their interpersonal skills and abilities, job confidence, team work and motivation on how they can carry their task more effectively. According to (Cole 2002, p. 67) the essence of training "is to ensure that organizational members develop the skills and abilities that will enable them to perform their jobs effectively in the present and the future". Training is used to unlock potential growth and to maintain a competitive edge (Rama-Devi & Shaik, 2012). Organization invest in training programs as knowledge, skills and attitude greatly impact on an employee's performance. Noe (2006) added that organizations tend to focus on training programs to assist employees with job related issues and competencies.

In addition, Nda and Fard (2013) submitted that training is considered as a call for employee performance. Now organizations tend to invest more in training programs and to meet the market needs as well as employee's needs. Armstrong and Baron (2005) invigorate that employee performance is affected in a positive way by solving out the poor assessment, poor issues of services delivery and interventions. Iqbal, Ahmad and Javaid, (2014) states that there is a constructive link between training and employee performance. They explained that training improves the delivery style and competencies of employees such as KSAs. Furthermore, Bartel (1991) declares if organisations provide more training to their employees then they would be globally competitive. According to Bishop (1990) and Hozler et al. (1993) revitalise that if there are newly hired employees in any organisation, training is considered to be important and this will enhance their performance level by making them more productive. Also, enhancing their participation in decision making in order to make them informed about economic performance and policies of human resource management. Therefore, training plays a significant role in achieving organizational objectives by keeping in view the interest of employees and organization (wright & Geroy, 2001). To achieve the organizational goals employee performance is important that depends on a variety of factors. But



training receives high importance as it improves the skills, capabilities, confidence and competencies of employees.

Therefore, trained employees keep on getting new knowledge and improve attitude towards the job and they will have self-efficacy increasing opportunities for advancement and promotion in order to adapt change (Saks, 2015). Training is a very important element to enhance the performance of employees. It enhances the level of organization and employee performance and competencies. It helps to fill the performance gap between what is going on and what should happen between desired tasks and targets, actual work performance and standards. Well trained employees play a vital role to the organization success. It is acknowledged that the most productive, satisfied and motivated employees are those who receive extensive training. Training is a very useful way to reduce deficiency level at work setting. It increases competency, skills, attitude, productivity and ultimately employee's performance in any organizational sector. Thus, organizational success and profit depend on the abilities and skills of their workforce.

### 3.0 Conclusion

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This research has been undertaken to examine and identify how training improves the competencies of workers to enhance their performance level in an organisation. It is identified that training is very necessary for the involvement and commitment of employees towards their work. If employees are trained appropriately, the overall performance of workers will get increased, and organisation will grow financially. In addition, HR practices such as training and development, which stimulate development of creative problem-solving skills, can enhance workers' ability to generate alternative solutions, product knowledge and customer service skills which are crucial to creativity in the organization (Ismail, et al., 2018). It is therefore sufficed to argue that, without the right kind of competencies, no amount of motivation either in cash or kind will be able to get employees to perform creditably or totally acceptable. Therefore, organizations should consider more and more on training programs as compared to cost control and efficiency as an organization could not attain betterment unless they go through training. Thus, an organisation should adequately offer and make training of employee an inevitable obligatory policy for every personnel.



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