

# THE IMPACT OF TRAINING ON EMPLOYEES PERFORMANCE IN AFGHANISTAN

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## Abstract

Employee is a blood stream of any business. The accomplishment or disaster of the firm depends on its employee performance. Hence, top management realized the importance of investing in training and development for the sake of improving employee performance. This conceptual paper aimed at studying the effect of training on employee performance and to provide suggestion as to how firm can improve its employee performance through effective training programs. The research approach adopted for the study conforms to qualitative research, as it reviews the literature and multiple case studies on the importance of training in enhancing the performance of the workforce. Further the paper goes on to analyze and understand the theoretical framework and models related to employee development through training and development programs, and its effect on employee performance and on the basis of the review of the current evidence of such a relationship, offers suggestions for the top management in form of a checklist, appropriate for all businesses, to assess the employee performance and to find out the true cause(s) of the performance problem so the problem could be solved in time through desired training program. The study in hand faces the limitations as there are no adequate indications to correlate directly the relationship between training and employee performance. Hence, there is a need for conducting empirical research in future to test the proposition discussed in the study. The study in hand provides brief overview of the literature about training effectiveness and how it contributes in enhancing the employee performance and ultimately concludes along with recommendation to give directions for future research by applying different level of analysis on exploring the impact of training practices on employee performance.

**Keywords:** Training, Employee performance

## INTRODUCTION

Improved capabilities, knowledge and skills of the talented workforce proved to be a major source of competitive advantage in a global market (McKinsey, 2006). To develop the desired knowledge, skills and abilities of the employees, to perform well on the job, requires effective training programs that may also affect employee motivation and commitment (Meyer and Allen, 1991). In order to prepare their workers to do their job as desired, organizations provide training as to optimize their employee's potential. Most of the firms, by applying long term planning, invest in the building new skills by their workforce, enabling them to cope with the uncertain conditions that they may face in future, thus, improving the employee performance through superior level of motivation and commitment. When employees recognize their organization interest in them through offering training programs, they in turn apply their best efforts to achieve organizational goals, and show high performance on job. Employees are the most valuable asset of every company as they can make or break a company's reputation and

can adversely affect profitability. Employees often are responsible for the great bulk of necessary work to be done as well as customer satisfaction and the quality of products and events. Without proper training, employees both new and current do not receive the information and develop the skill sets necessary for accomplishing their tasks at their maximum potential. Employees who undergo proper training tend to keep their jobs longer than those who do not. Training is a necessity in the workplace. Without it, employees don't have a firm grasp on their responsibilities or duties. Employee training refers to programs that provide workers with information, new skills, or professional development opportunities the companies aimed at gaining the competitive advantage realized the importance of training in improving the employee's performance. Past researches provide the evidence regarding the positive affect of training programs on both employee and organizational performance. On one hand previous work in the field proved that effective training programs leads to superior return on investment while the other researches mentioned the positive role of training in attaining the supreme levels of employee retention (Colarelli & Montei, 1996; Becker, 1993). Due to fast pace global and technological development the firms are now facing new changes as well as challenges. Technological advancements have molded the need of capabilities and competencies required to perform a particular task. Thus, to cope with these challenges, more improved and effective training programs are required by all corporates. Effective training programs helps in constructing a more conducive learning environment for the workforce and train them to cope with the upcoming challenges more easily and in time (Wei-Tai, 2006). According to Farooq. M, & Aslam. M. K (2011), managers are trying their level best to develop the employee's capabilities, ultimately creating good working environment within the organization. For the sake of capacity building managers are involved in developing the effective training programs for their employees to equip them with the desired knowledge, skills and abilities to achieve organizational goals. This struggle by the top management not only improves the employee performance but also creates positive image of the firm worldwide, (Jia-Fang, 2010). Effective training programs helps employees to get acquaintance with the desired new technological advancement, also gaining full command on the competencies and skills required to perform at a particular job and to void on the job errors and mistakes (Robert, 2006). Amongst the important function of human resource management, one of the crucial functions is employee development through proper training and development programs. Employee development refers to the capacity and capability building on an employee, and thus as of whole organization, to meet the standard performance level (Elena P. 2000). More the developed employees, more they are satisfied with their job, hence increasing the firm productivity and profitability. (Champathes, 2006).

## LITERATURE REVIEW

In the fast pace changing world of business and environmental uncertainty, organizations realize its limitation of dealing with new challenges (Tai, 2006). However, the further states that the firms should invest in training programs to make their employees competent enough to face uncertainties and take effective decision in time, in order to remain competitive in the market. Effective training is beneficial for the firm in variety of ways, such as, it plays a vital

role in building and maintaining capabilities, both on individual and organizational level, and thus participates in the process of organizational change (Valle et al., 2000). Moreover, it enhances the retention capacity of talented workforce, hence decreasing the unintentional job rotation of the workers (Jones and Wright, 1992; Shaw et al., 1998). Furthermore, it indicates the firm's long-term commitment towards its workers and increases the employee's motivational level (Pfeffer, 1994). All these contributions lead to a achieving competitive advantage (Youndt et al., 1996) and to an enhancement in employee performance and organizational productivity (Bartel, 1994; Knoke and Kalleberg, 1994; Huselid, 1995; Delery and Doty, 1996).

### **Training**

Effective training and development programs aimed at improving the employees' performance. Training refers to bridging the gap between the current performance and the standard desired performance. Training could be given through different methods such as on the coaching and mentoring, peer's cooperation and participation by the subordinates. This team work enables employees to actively participate on the job and produces better performance, hence improving organizational performance. Training programs not only develops employees but also help an organization to make best use of their humane resources in favor of gaining competitive advantage. Therefore, it seems mandatory by the firm to plan for such a training programs for its employees to enhance their abilities and competencies that are needed at the workplace, (Jie and Roger, 2005). Training not only develops the capabilities of the employee but sharpen their thinking ability and creativity in order to take better decision in time and in more productive manner (David, 2006). Moreover, it also enables employees to deal with the customer in an effective manner and respond to their complaints in timely manner (Hollenbeck, Derue and Guzzo, 2004). Training develops self-efficacy and results in superior performance on job (Svenja, 2007), by replacing the traditional weak practices by efficient and effective work-related practices (Kathiravan, Devadason and Zakkeer, 2006). Training refers to a planned intervention aimed at enhancing the elements of individual job performance" (Chiaburu and Tekleab, 2005). It is all about improving the skills that seems to be necessary for the achievement of organizational goals. Training programs, may also help the workforce to decrease their anxiety or frustration, originated by the work on job (Chenet et al., 2004). Those workers who feel themselves to be unable to perform a task with the desired level of performance often decide to leave the firm (Chen et al., 2004), otherwise their stay at firm will not dd to productivity (Kanelopoulos and Akrivos, 2006). The greater the gap between the skills necessary and those possessed by the workforce, the higher the job dissatisfaction of the workers. Rowden (2002), suggest that training may also be an efficient tool for improving one's job satisfaction, as employee better performance leads to appreciation by the top management, hence employee feel more adjusted with his job. According to Rowden and Conine (2005), trained employees are more able to satisfy the customers and (Tsai et al., 2007), employees who learn as a result of training program shows a greater level of job satisfaction along with superior performance.

### **The Importance of Training**

Training is important and an imperative tool for the organization to revamp the performance of

all the personnel for organizational growth and success. It is beneficial to both employers and employees of an organization. An employee will become more efficient and productive if he is trained well. Firms can develop and enhance the quality of the current employees by providing comprehensive training and development. Training is essential not only to increase productivity but also to motivate and inspire workers by letting them know how important their jobs are and giving them all the information, they need to perform those jobs (Anonymous, 1998). The general benefits received from employee training are: increased job satisfaction and morale, increased motivation, increased efficiencies in processes, resulting in financial gain, increased capacity to adopt new technologies and methods, increased innovation in strategies and products and reduced employee turnover.

### **Employee performance**

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 (Landy, 1985). 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. (Kinicki and Kreitner, 2007). 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, (1992), 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 (1994) 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 (Lawler, 1993; Delaney and Huselid, 1996). The importance of training on the employee performance, through accelerating the learning process, is mentioned in many researches (e.g. McGill and Slocum, 1993; Ulrich et al., 1993; Nonaka and Takeuchi, 1995; DiBella et al., 1996). 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 (Huselid, 1995; Ichniowski et al., 1997). Kamoche and Mueller (1998) mentioned that training should leads 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 summarize 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 recognize outstanding behavior such as that which is better than expected.

### **The relationship between Training and employee's performance**

Most of the previous studies provides the evidence that there is a strong positive relationship between human resource management practices and organizational performance. (Purcell et al., 2003). According to Guest (1997) mentioned in his study that training and development programs, as one of the vital human resource managements practices, positively affects the quality of the workers knowledge, skills and capability and thus results in higher employee performance on job. This relation ultimately contributes to supreme organizational performance. The result of Farooq. M, & Aslam. M. K (2011) study depicts the positive correlation between training and employee performance as  $r=.233$ . Thus, we can predict from this finding that it is not possible for the firm to gain higher returns without best utilization of its human resource, and it can only happen when firm is able to meet its employees' job-related needs in timely fashion. Training is the only ways of identifying the deprived need of employees and then building their required competence level so that they may perform well to achieve organizational goals. Moreover, the result of the study of Sultana. A, et.al. (2012), conducted in telecom sector of Pakistan, states the  $R^2$  as .501 which means that 50.1% of variation in employee performance is brought by training programs. Further, the T-value was 8.58 that explains training is good predictor of employee performance. As depicted by the work of Harrison (2000), learning through training influence the organizational performance by greater employee performance, and is said to be a key factor in the achievement of corporate goals. However, implementing training programs as a solution to covering performance issues such as filling the gap between the standard and the actual performance is an effective way of improving employee performance (Swart et al., 2005). According to Swart et al., (2005), bridging the performance gap refers to implementing a relevant training intervention for the sake of developing particular skills and abilities of the workers and enhancing employee performance. He further elaborates the concept by stating that training facilitate organization to recognize that its workers are not performing well and a thus their knowledge, skills and attitudes needs to be molded according to the firm needs. There might be various reasons for poor performance of the employees such as workers may not feel motivated anymore to use their competencies, or maybe not confident enough on their capabilities, or they may be facing

work- life conflict. All the above aspects must be considered by the firm while selecting most appropriate training intervention that helps organization to solve all problems and enhance employee motivational level to participate and meet firm expectations by showing desired performance. As mentioned by Swart et al. (2005) this employee superior performance occurs only because of good quality training program that leads to employee motivation and their needs fulfilment. According to Wright and Geroy (2001), employee competencies changes through effective training programs. It not only improves the overall performance of the employees to effectively perform the current job but also enhance the knowledge, skills an 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. However, employee performance is also affected by some environmental factors such as corporate culture, organizational structure, job design, performance appraisal systems, power and politics prevailing in the firm and the group dynamics. If the above-mentioned problems exist in the firm, employee performance decreases not due to lack of relevant knowledge, skills and attitude, but because of above mentioned hurdles. To make training effective and to ensure positive effect of training on employee performance these elements should be taken into consideration Wright and Geroy (2001). Besides, Eisenberger et al. (1986) stated that workers feel more committed to the firm, when they feel organizational commitment towards them and thus show higher performance. Bartel (1994), reports that there is a positive correlation between effective training program and employee productivity, however to make it possible, (Swart et al., 2005), it is the responsibility of the managers to identify the factors that hinders training program effectiveness and should take necessary measures to neutralize their effect on employee performance. In addition, Ahmad and Bakar (2003), concluded that high level of employee commitment is achieved if training achieve learning outcomes and improves the performance, both on individual and organizational level. These findings are also consistent with the results of Kim (2006) research work. Generally, it can be debated that the effect of training program on employee outcomes such as motivation, job satisfaction and organizational commitment, did not received much attention so far. Rare work was done to test whether firms can affect their workers attitude, through proper training interventions. According to Lang (1992) training should be planned in such a way that it results in organizational commitment. On the other hand, Gaertner and Nollen (1989) proposed that employees' commitment is a result of some human resource practices, that is, succession planning and promotions, career development and training opportunities. All these practices, when achieved results in greater employee performance. Moreover, Meyer and Smith (2000), investigate the link between Human Resource Management practices and organizational commitment, so as to discover the causes of effective employee performance. Although the above literature provides the evidences regarding the benefits of training and its positive influence on employee performance, Cheramie et al. (2007), 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 (Baruch, 2006). As mentioned by Arnoff (1971), training sessions accelerate the initiative ability and creativity of the workforce and facilitate to avoid human resource obsolescence that may occur because of demographic factors such as age, attitude or the inability to cope with the technological changes. Obisi (2001), reported that training is a systematic process of enhancing the knowledge, skills and attitude, hence leads to satisfactory performance by the employees at job. He further mentioned that the need and objectives of the training program should be identified before offering it to the employees. Scott, Clothier and Spriegel (1977) argued that training is the crux of better organizational management, as it makes employees more efficient and effective. They further elaborated that training practice is have a strong bond with all other human resource practices as (Mamoria, 1995), it enables employees to develop themselves within the firm and raise their market value in the market. Moreover, training supports to shape employees' job-related behavior and facilitate them to participate for the success of the organization and ultimately firm gets higher return due to superior performance of its employees. Mamoria (1995), further mentioned that a well-trained worker is able to make a best use of organizational resources along with minimum level of wastages. As stated by Ohabunwa (1999), when employees are well trained organization can delegate responsibility and authority to them with full confidence of ensuring organizational success.

### **Theatrical framework**

Being the intellectual property of the firm, employees prove to be a good source of gaining competitive advantage (Houger, 2006), and training is the only way of developing organizational intellectual property through building employees competencies.

Workplace learning and improvement are considered essential for an organization to remain competitive (Salas & Cannon 2001). Thus, it is not surprising that employee training is now a multibillion dollar industry worldwide (Haccun & Sats 1998).

### **Methodology of the Review paper**

This is an exploratory research based solely on insights drawn from the analysis of the existing literature of different studies, reports, periodicals and books related to the topic of study in order to investigate the relationships between training and employee performance. This research work will serve as a means to help acquire useful information or knowledge about the subject area. By drawing on the existing literature, not only topic under consideration is theorize, but also formulates and discusses the proposition that will help illuminate and discuss some ways for the firms to understand the effect of training on employee's performance. As posited by Gummesson (2002, p. 283), one burdensome task with all research is not to collect or rather generate more data, but to interpret and combine what is already there and make some sense out of it. We submit to this assertion and try to make the most out of the insights we can get from the existing literature to address the phenomenon under study.

**Matrix Table**

Author/s (Year)	Topic/ Title of the paper	Type of Research	Source of Data/ Intervention area	Research Tools	Research Methodology
Kuruppu, C.L., Kavirathne, C.S. & Karunarathna, N. (2021)	The Impact of Training on Employee Performance	A quantitative approach	in a Selected Apparel Sector Organization in Sri Lanka	-analysis of 60 responses of randomly selected - survey 150, the researcher selected only 100 employees response	analysis of 60 responses of randomly selected - survey 150, the researcher selected only 100 employees response
Fatema Akter Jeni, Momotaj and Md. Al-Amin (January 2021)	Impact of Training and Development on Employee Performance	A qualitative /quantitative approach	An Empirical Study on Private Bank of Noakhali Region in Bangladesh	questionnaire survey 70 employees (15 employees from <i>National Bank limited</i> , 15 employees from <i>Social Islami Bank limited</i> , 12 employees from <i>Jamuna Bank Limited</i> , 13 employees from <i>Bank Asia limited</i> and 15 employees from <i>Dutch Bangla Bank limited</i> ) from all the branches of the Noakhali Region in Bangladesh.	questionnaire survey 70 employees (15 employees from <i>National Bank limited</i> , 15 employees from <i>Social Islami Bank limited</i> , 12 employees from <i>Jamuna Bank Limited</i> , 13 employees from <i>Bank Asia limited</i> and 15 employees from <i>Dutch Bangla Bank limited</i> ) from all the branches of the Noakhali Region in Bangladesh.
Dewi Rama Niati, (2021)	The Effect of Training on Work Performance	quantitative approach	The Role of Motivation as Intervening Variable (South Labuhanbatu Regency)	Questionnaire data of distributing questionnaires was carried out via online amounting to 135 employees	Questionnaire data of distributing questionnaires was carried out via online amounting to 135 employees
Mubashar Farooq 2011	Impact of Training and Feedback on Employee Performance	<i>descriptive and explanatory approach</i>	Islamabad Pakistan	Sample size decided was 150. The questionnaire	Sample size decided was 150. The questionnaire



Dr. Asaad Ali Karam (2019)	The Impact of Training and Development on Different Cultural Employees Performance through Interaction Employees	quantitative survey	Erbil Public and Private Banks	99 questionnaires that were distributed over 133 employees and all participants responded	99 questionnaires that were distributed over 133 employees and all participants responded
Ananthala kshmi Mahadeva n oct 2019	Impact of Training Methods on Employee Performance	Quantitative and qualitative	Direct Selling Organization, Malaysia.?’	survey questionnaire and the data collected	survey questionnaire and the data collected
Md. Mobarak Karim 2019	The Impact Of Training And Development On Employees’ Performance:	Quantitative	An Analysis Of Quantitative Data	Sample and Data Collection 10 questionnaires were distributed among the different employees in the organization	Sample and Data Collection 10 questionnaires were distributed among the different employees in the organization
Mamofoke ng Eliza Motlokoa 2018	The Impact of Training on Employees’ Performance.	A qualitative /quantitative approach.	Banking Sector in Lesotho.	-Sample of 171 employees from 300 population. - Questionnaire 171 employees.	-Sample of 171 employees from 300 population. - Questionnaire 171 employees.
Ali Halawi & Nada Haydar June (2018)	Effects of Training on Employee Performance	Qualitative Approach	Bonjus and Khatib & Alami two Lebanese companies	Questionnaires sample of 303 employees collect primary data from employees	Questionnaires sample of 303 employees collect primary data from employees
N. Thevanes Aug 2018	Impact of Training and Job Involvement on Job Performance	Qualitative Approach	Sri Lanka Telecom (SLT)	questionnaire data were collected from 137 employees Sampling and Data collection	data were collected from 137 employees Sampling and Data collection
Uzma Hafeez (2015)	Impact of Training on Employees Performance	A quantitative approach.	Pharmaceutical Companies in Karachi, Pakistan.	- Survey of 356 employees. - Random sampling technique.	-Interviews - Survey of 356 employees. - Random sampling technique.
Simon Mafika Nkosi (2015)	Effects of training on employee commitment,	- A qualitative -exploratory research	Local Municipality in South Africa.	Questionnaire. Sampling Approach Data Collection	Questionnaire. Sampling Approach Data Collection

	retention and performance:				
Aiman Tanveer ( March 2015)	Impact Of Training & Development On Employees' Performance In	Quantitative approach descriptive and explanatory approach	Banks Of Pakistan	Survey sampling questionnaire survey	Survey sampling questionnaire survey
Hina Mushtaq (nov 2015)	I M pact Of Trai Ni Ng And Development On Employees' Performance And Producti Vi Ty	quantitative approach	Paki Stan	Researcher collects the data through questionnaire. Researcher uses the regression for data analysis with SPSS 16.0.	Researcher collects the data through questionnaire. Researcher uses the regression for data analysis with SPSS 16.0.
Githinji Angela (2014)	Effects Of Training On Employee Performance	Qualitative Approach	The African Union Mission In Somalia	survey questionnaire	survey questionnaire
Saqib Ahmad 2014	Impact of Training and Development on Employee Performance	Qualitative	Industrial Engineering Letters	Questionnaire. Employees And Workers From Org Data Collection	Questionnaire. Data Collection
Dr Amir Elnaga and Amen Imran (2013)	The Effect of Training on Employee Performance	- A qualitative -exploratory research	Dar Al Uloom University, Riyadh, Kingdom of Saudi Arabia	exploratory research based solely on insights drawn from the analysis of the existing literature of different studies, reports, periodicals and books related to the topic	exploratory research based solely on insights drawn from the analysis of the existing literature of different studies, reports, periodicals and books related to the topic
Ashikhube Humphrey Otuko ( sept 2013)	Effect Of Training Dimensions On Employee's Work Performance	descriptive survey	Mumias Sugar Company In Kakamega County	questionnaire and interview schedules for data collection 1500 employees.	questionnaire and interview schedules for data collection 1500 employees.
Rohan Singh ( jan 2010)	Impact of Training Practices on Employee Productivity	Qualitative	A Comparative Study	Questionnaire Number of employees of various organizations/companies was collected minimum of 1000 employees	Questionnaire Number of employees of various organizations/companies was collected minimum of 1000 employees

## **Finding**

Findings of this study and supporting findings from large number of reviewed research papers reveal that training has positive relationship and strong positive impact on employee's performance. Respondents across studied companies showed high agreement on the statement that the use of different methods of training and developments is beneficial not only to them but also for the organization as well. Benefits are obvious if training programs plans are devised which fit the trainees, the job description, the managers and supervisors and their different levels of education and background appropriately and go in line with companies' goals and objectives. Therefore, investing in training and development is imperative for any organization, which will certainly realize returns on its investment in training its workers. Return forms include: long-term increase in productivity and to an increase in quality as a result of potentially fewer mistakes. Moreover, effective performance programs allow for the organization to maintain a workforce that can adequately replace employees who may leave the company or who are moved to other areas. On the individual level employees are encouraged to carry out self-assessment, where they are expected to identify their opportunities and needs for improvement. Furthermore, findings revealed that on-the-job training is very effective and it also saves time and cost. Training, on the job training, training design and delivery style have significant effect on employee's performance this has positively affected companies' performance by increasing it. It was evident from respondent's replies that participation and cooperation between managers and employees is necessary to produce maximum impact reflected in the form of increased performance. Achieving that requires mutual efforts; managers should identify only those employee development programs that are central and can add value to the organization and employees who are developed must be given the requisite resources to work with and the necessary management or leadership support to enable them to translate their new skills acquired from the development programs into initiatives and action that can benefit the organization. On the basis of respondent's answers of transportation companies one can make the conclusion that training cannot be discarded from the industry; and the companies have to set up and implement an advanced roadmap for training as it enhances employee performance. Main elements of such map include proper systematic identification of the training needs and skill deficit of employees, monitor and evaluate with objective tools or criteria and provide effective feedback so as the program outcomes help to maximize the impact of training activities in these companies. The study also concluded that first line managers have responsibility to make strategic decisions regarding the types of training that contribute positively towards employee's performance, productivity and organizational performance. Finally, the researcher can conclude that training programs are very much important in order to achieve excellence and competencies in knowledge, skills, ability, potential, attitude and behavior so than to meet rapid changes in technology and changes in work practices.

## **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 employee's 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. It supports to fill the gap between what performance if required and what performance is happening, i.e., gap between desired performance and actual employee performance. Training need referred to any deficit in performance, which can be relieved by appropriate training. There are different methods of overcoming deficiencies in employee performance on job, and training is one of them. Particularly training develops skills, competency, and ability and ultimately improves employee performance and organizational productivity.

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 research affirmed the proposition that training has a positive impact on employee performance.

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