
STRATEGIC TRAINING AND DEVELOPMENT: THE IMPACT ON EMPLOYEES' PERFORMANCE

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Abstract — Training and development are an essential strategic tool for enhancing employees' performance and many organizations keep increasing training budget yearly basis with believe that it will earn them competitive advantage. The main objective of this study is to examine the impact of training and development on employees' performance in a property management corporation. A total of one dependent variable; employees' performance, and one independent variable, named training and development which consist of three dimensions; needs assessment, training and development techniques, and career development, have been developed. Quantitative and descriptive research methods are adopted for this particular study using one hundred valid questionnaires that were completed by the employees of this corporation. Simple random sampling technique is used and that the data collected are analyzed using descriptive statistics in order to represent the raw data in a meaningful manner. Based on the findings of this study employees believe that needs assessment should be done prior to deciding trainings, proper and suitable techniques are to be used to deliver trainings, and that further career development should be established in order to enhance employees' performance.

Keywords – career development, employees' performance, management, needs assessment, training and development

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I. Introduction

Human capital can be considered as the primary asset of organizations and that they should invest more in this asset for survival and growth of the organizations. Organizations should ensure they retain committed, motivated, and well-skilled employees. This means taking steps to satisfy the needs of employees and showing that employers care for the well-being of employees by providing learning and continuous development

opportunities. Human capital is crucial but expensive resource and in order to optimize their contributions, training programs should be provided. To make training and development effective, it should be well planned and systematically implemented. This is done through three ways that are the highlights of this study; needs assessment, training and development techniques, and career development. By implementing these three in any organization, they are said to be able to help improve employees' work performance.

Therefore, this research is done to see whether training and development do give positive impact on employees' performance which indirectly affects the corporation's performance as a whole and is able to bring the corporation as one of the top performers among the companies who are mainly involved in properties management in Malaysia.

II. Literature review

2.1 Employees' Performance

According to Mohamud (2014) there is a positive relationship between training and employees' performance. Employees are motivated to work better if they are made to feel that their employers think and care for their well-being. Therefore, giving training and development to employees is one strategy that can make employees feel special and valued by their employers. When employers put in place training programs for their employees, they become aware of the desire of their employers to see them improve, thus will be motivated to work better. When employers put in place a training and development programs for their employees, employees think that their employers have the desire to see them improve, thus increase in motivation to work better (Appiah,2010). Being motivated will boost employees' morale hence making them work harder to achieve corporation's goals and mission. Not only that, employees' motivation increased as well as employees' performance and organization's performance increased due to training (Raza, Afridi and Khan, 2017).

2.2 Needs Assessment

Malik and Alobaidli (2016) point out those training needs assessment or also known as TNA is widely used as an evaluation tool by organizations in many countries in order to determine if training is the best solution to their problems. Needs assessment typically involves three aspects; organizational analysis, person analysis, and task analysis.

Through organization analysis, it determines the appropriateness of training given the corporation's business strategy, resources available for training, and of course the support by managers and peers for training activities (Noe, 2013). If the training is not aligned with the corporation's business strategy, then it will be a waste of time and money. Person analysis is where it relates to the trainee himself or herself. Noe (2013) proposes that person analysis involves identifying whether performance deficiencies are results from a lack of knowledge, skill, or ability, or actually because of lack in motivation or work-design problem. Task analysis is regard to the important tasks that the employee has to complete. Besides important tasks, this analysis includes identifying knowledge, skill, ability and other that need to be emphasized in training for employees to finish their tasks. These are known as KSAOs. Current research done by Noe (2013) states that knowledge consists of facts or procedures, skill represents competency in performing a task, ability involves the physical and mental capacities in order to perform a task, whereas other refers to the conditions under which tasks are performed. Information on employee's job description would be necessary in this task analysis as specified tasks are written down under employee's job description. If the training is not aligned with the corporation's business strategy, then it will be a waste of time and money. Moreover, without the needed resources, such as budget, time, and expertise for training, it is impossible for the corporation to send its employees to trainings or even conducting trainings in order to improve the employees' performance. While needs assessment said to be crucial on employees' performance, this study looks into the relationship between needs analysis and employees' performance.

2.3 Training and Development Techniques

Training and development techniques can be segregated into two which are on-the-job and off-the-job trainings. On-the-job is defined as employees learning in the work setting and during work itself by observing workmates or managers performing the job and then them trying to imitate those behaviors (Noe, 2013). On-the-job training can be quite useful for training newly hired employees, orienting transferred or promoted employees, cross-training employees within a department, and upgrading employees' skills when there is an entrance of new technology hence the orientation, job rotation, coaching, and mentoring techniques used. In contrast with on-the-job trainings, there will be off-the-job trainings. There are a few methods that are used in the organization's off-the-job trainings which include lectures, role play, and case study. Training and

development techniques are said to be one of the elements that would affect employee's performance. Thus this study seeks the relationship between training and development techniques and employees' performance.

2.4 Career Development

Training enables employees to gain promotion to a job of higher level and compensation too. The upward movement will expose employees to higher responsibilities and rank hence the improved work performance. Career development is critical in self-actualization and grants the deepest level of work motivation and satisfaction (Ngari, 2015). As of Maslow's hierarchy of needs, self-actualization sits on the top of the pyramid and is actually hard to achieve. However, employees who are able to have great career development will be able to achieve the state of self-actualization. Career planning that involves matching an employee's career aspirations with the job opportunities within the organization will lead to career path in the sequencing of specific jobs that are related to these opportunities (Mohamud, 2014). Kennedy (2009) emphasizes that employees will always want to develop career-enhancing skills, which will increase employees' motivation and high possibility of remaining in the organization. However, employees should seek to develop their own emotional competencies because doing so could help them gain career satisfaction (Hamid and Amir Ishak, 2019). Therefore, organizations should start providing or sending employees to trainings related to career-enhancing skills and emotional competencies in order to enhance employees' performance. This study seeks the relationship between career development and employees' performance.

The Hypotheses developed connecting both training and developments with employees' performance are as follows:

- H1.** There is a relationship between needs assessment and employees' performance.
- H2.** There is an association between training and development techniques and employees' performance.
- H3.** There is a relationship between career development and employees' performance.

III. Research Methodology

Research methodology is crucial in completing this study because it is a systematic process of identifying and formulating by setting objectives and methods for collecting, editing, and tabulating to find the solution.

The probability sampling technique was used in this study in order to distribute questionnaire. In this study, data were collected from employees in the property management organization in order to determine the relationship between needs assessment, training and development, career development and employees' performance.

The sample of population that is going to be used by the researcher is the employees of the corporation. Although this corporation is a statutory body in Malaysia, the population sample will be limited to the corporation itself only, which amounts about 133 employees only. Using the Krejcie and Morgan (1970) table, the sample size would be 100 respondents required as to complete this particular study. The data collected were then analyzed using IBM SPSS Statistics.

IV. Result and Discussion

Table 1 Multiple Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	19.700	.654		5.391	.000
NA	.280	.087	.351	3.222	.002
TDT	.072	.112	..068	.642	.523
CD	.207	.091	.255	2.283	.025
F-Value				17.009	
Sig				.000	
Adjusted R ²				.327	
R ²				.347	

As claimed by the outputs obtained, needs assessment is the most contributing factor towards employees' performance. As needs assessment increase by one standard deviation, employees' performance increase by

0.351 of a standard deviation. It is the strongest variable with a beta weight of 0.351. The next factor would be career development. As career development increase by one standard deviation, employees' performance increase by 0.255 of a standard deviation. This is indeed the second strongest variable holding the beta weight of 0.255. It is then followed by the third strongest variable; training and development techniques. It has a beta weight of only 0.068. As training and development techniques by one standard deviation, then employees' performance will also increase by 0.068 of a standard deviation.

All of the independent variables are significantly explained by the dependent variable. In addition, this model predicts that for each unit increase in employees' performance, needs assessment will increase by 0.280 units, holding other independent variables constant. This is further supported by Malik and Alobaidli (2016) in their research stating that needs assessment does have a positive relationship with employees' performance. Additionally, for every unit increase in employees' performance, there will be an increase of 0.072 units of training and development techniques. Aligned to this statement is Raheja's study (2015) who mentions that training and development techniques aid in the improvement of employees' performance. Furthermore, for each unit of increase in employees' performance, career development will increase by 0.207 units. Kiima (2015) also supported this by emphasizing that career development positively impact employees' performance within an organization.

From the findings, it is crystal clear that the variables in this research do give impact on employees' performance. The three research objectives made earlier indicated that these objectives are proven to be positive and moderately correlated respectively. Thus, the three hypotheses; H1, H2, and H3, are all accepted and supported by this research. Employees believe that needs assessment should be done prior to deciding trainings, proper and suitable techniques are used to deliver trainings, and that further career development should be established in order to enhance employees' performance.

V. Future Research

Training and development are gaining popularity but not all organizations in Malaysia offer trainings to their employees. This is why this subject should be focused more to further strengthen the fact that training and development do have a positive impact on employees' performance. Moreover, more independent variables regarding having impact on employees' performance should be explored and included. This will then broaden the subject and enhance new ideas and views on this particular topic.

VI. Conclusion

Nowadays, employers are now more concern about increasing employees' retention and decreasing employees' turnover instead of worrying about cutting cost. As a result, these cause many employers to find ways on how to keep their employees within the organizations and one of the ways is through training and development. Training and development are said to give motivation to employees, hence them deciding to stay with the organization instead of job – hopping around various organizations. The main reason for training and development is to enhance employees' performance and indirectly organization's performance too. In general, training and development can be defined as acts that involve growing of knowledge and skills of employees in order to help them perform well at their jobs. In the corporate world, training is considered a necessity instead of a luxury because organizations see training as a path to being successful individually and as a whole. This is why training is part of an organization's investment and many organizations are willing to invest in large amounts because they believe trainings link to success.

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