

The Importance of the Training on Job Performance

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Abstract

Training has a very significant role in influencing the job performance, and in creating an effective performance which considered an investment factor on it. This paper aimed to find the importance of training on job 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. 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 an 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

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1- Introduction

There are several definitions of the concept of training employees which agree and differ according to the nature of training and its objectives. There are those who define training as the acquisition of information and expertise and concepts only. There are also those who believe it to be development of skills only, whereas another group believes that training must improve attitudes and thinking patterns.

Henderson, who is referenced in Mursi (1989) defines training as: the organized and guided activities to mainly improve professional performance. This includes a vast field of activities. So, it may include attending a conference, listening to a lecture, or studying specific courses for few hours or day or months or years based on partial or complete devotion with a group of colleagues. It may also include common training for problem solving in a small group and may include unique discussions with a practicing official in training and may also include a program for organized reading and researching for personal level.

In the United States for example, there is great emphasis for training programs and improving them and that the money spent for such programs is way greater than in any other countries.

There are three common concepts for training namely: remedial concept and according to this concept training during terms of service is designed to rectify mistakes in rehabilitation programs and treating such mistakes because a teacher needs polishing and restructuring and keeping him informed about updates in the field of his specialization and the method of training him in this field. Behavioral Concept focuses on incidents in the classroom including the interaction of the academic stance between the teacher and students in the classroom and behaviors that take place inside it. That means that he focuses on teaching skills and not the behavior of the teacher and attitudes before the beginning of the teaching process.

2. Review of Literature

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 (Valleet 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).

2.1. 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.

2.2. Job Performance

Job performance has been called one of the most important constructs in both organizational psychology and human resource management (Campbell, 1990). Jamal (2007) saw job performance as a function that an individual can successfully perform within the framework of the normal constraints and available resources. What constitutes job performance obviously will differ from job to job.

A few researchers, including Campbell (1990), began to develop some broad dimensions of job performance that could be generalizable across jobs. Campbell came up with eight general factors of job performance which included a) job-specific proficiency, b) non-job-specific task proficiency, c) written and oral communication, d) demonstrating effort, e) maintaining personal discipline, f) maintaining peer and team performance, g) supervision/leadership, h) management/administration. Campbell espoused that although each factor may not be relevant for all jobs, these eight factors could be used for describing job performance in every possible occupation.

Additionally, although the content of each of the eight factors may vary across jobs, underlying each of them is a motivational component. More recent research has added social efficacy to these factors (Hochwarter, Kiewitz, Gundlach, & Stoner, 2004). These researchers proposed that job performance is a multidimensional concept that encompasses both task-related and contextual performance factors that includes the importance of social skills as a predictor of job performance.

Extensive research has been done to provide greater understanding behind the significant variation in job performance among employees. Factors such gender (Beck et al.,

2009), age (Ng et al, 2008), salary (Ittner et al., 2007) and stress (Hourani et al., 2006) have all been studied to determine the relationship of these variables to job performance.

Prior researchers tended to carve up aspects of job motivation and job satisfaction into numerous detailed elements, which may have diluted the convergent effect of these factors on job performance. Although these studies describe influences on job performance, the combined influence of these variables demonstrates the overall effect of both job motivation and job satisfaction on job performance. The specific relationship between job motivation and job performance has been investigated by researchers such as Van Knippenberg (2000), showing a positive correlation, while the connection between satisfaction and job performance has been evaluated and minimized by both Moorman (1993) and Fisher (2003). In the specific case of job satisfaction, conflicting evidence exists in the literature as to the magnitude of job satisfaction's effect on job performance.

3. The Importance of the Relationship Between Training and Job performance

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 elaborate 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 moulded 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 may be 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 occur only because of good quality training program that leads to employee motivation and their needs fulfillment.

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 effected 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.

4. Researchers Views and Suggestions

Based on the collection and analysis of results of studies, reports, periodicals and books related to the topic of study the researchers found that managers does not recognize about the importance of training and its effect on employee performance or they believe that training increases the company cost .In an effort to correct the problem, management will decide that what these poor performers need is training. But unless poor performance is caused by a real lack of knowledge or skill, training will have little or no effect on the problem. So, how do you know when training is the remedy?. The researchers devised guidelines suitable for all companies to assess the employee performance .These guidelines are designed to determine the true cause(s) of the performance problem , and, in turn, how best to correct it.

4.1 Improvement

The main purpose of training is to acquire and improve knowledge, skills and attitudes towards work related tasks. It is one of most important potential motivators which can lead to both short-term and long-term benefits for individuals and organizations. There are many benefits associated with training.

4.2 Addressing Weaknesses

A training program allows them to strengthen those skills that each employee need to improve. A development program brings all employees to a higher level so they all have similar skills and knowledge.

4.3 Encouragement and Motivation

Training motivate employees that ultimately aims to perform the work very well and satisfies those assigned to perform them. Motivation has great impact on increasing productivity and improving the level of satisfaction of workers. Satisfaction of workers is one of the important factors in activating the leadership role and thus, it is important to make sure that the adopted styles for motivating workers are able to achieve the ideal level and the best motivation (Al-Aajmi, 2008).

4.4 Consistency

A structured a skill development program ensure that employees have consistent experience and background knowledge. The consistency is particularly relevant for the company's basic policies and procedures.

All employees need to be aware of the expectation and procedure within the company. This includes safety, discrimination and administrative tasks.

4.5 Employee Satisfaction

Employees with access to skills development program have the advantages over other who haven't these opportunities. The investment in the training that a company makes shows the employees they are valued. The training creates a supportive workplace.

Employees who feel appreciated and challenged through training opportunities may feel more satisfaction toward their jobs.

5. Conclusion

Considering the above benefits thus it is cleared, that employees training and skill development program are more likely appreciated and have immense important in both business and workplace growth. Therefore it is necessary to have professional training company to serve

It is, therefore, in every organizations responsibility to enhance the job performance of the employees and certain implementation of training and development , is one of the major step that most organizations need to achieve it.

This study in hand chiefly focuses on the role of training in enhancing the job performance. 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. 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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