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## IMPACT OF TRAINING PROGRAMS ON EMPLOYEES' PERFORMANCE: CASE STUDY ON AFGHANISTAN'S TELECOMMUNICATION COMPANIES

**Abstract:** Employees are playing the major role in any organization, as they are the assets of the company, thus the company's success depending on the employees' activeness and their performance. As it is obvious that the company or the organization must invest on effective training on their employees in order to grow up the job performance. The Human Resource Management is the research area, which conducted many research and surveys especially on the factors of training and developing programs on Employees performance.

The purpose of this study is to investigate and measure the effects of training programs on Employees performance in Afghanistan's Telecommunication Companies as a case study. Four objectives were developed in order to understand the study aim.

This study is based on four case studies of the biggest Telecommunication companies, which currently they are operating in Afghanistan. A quantitative research was implemented which the data are collected through the questionnaires by approaching 18 questions that distributed to 61 respondents within those four companies employees'. As a result, to findings the resourceful and active Human Resource Managers with respect to the decision makers of the Telecom companies.

With respect to Training and development results with optimal utilization of resources in a company or organization. There is no wastage of resources, which may cause extra expenses. Accidents are also reduced during working. All the machines and resources are used economically, reducing expenditure.

This case study mainly tangled 4 Telecommunication companies survey (private/Public) sectors, in Afghanistan and the duration of completion of the research was conducted within 6 months period. The questionnaires were distributed to the 61 active employees' of those telecom companies. mostly the respondents of the questionnaire were from HR, Admin, Training Development teams and technical departments, the data was analyzed through AMOS version 20 and Statistical Package for Social Science (SPSS) Version 20.

**Keywords:** Employee, Productivity, Training, Development programs, Performance, Evaluation.

### INTRODUCTION

Micro Human Resource Management (MHRM) consists of substitute operations of Human Resource rules and exercises (Mahoney and Deckop, 1986). These are clustered in to two main branches. The major category of sub function is dealt with organizing or managing the individuals and the minor category areas are defined as hiring/recruitment, selection, induction, performance and appraisal, training and development and the compensation.

Manager discipline that is no longer in place. The discussions that led us in the (1980s) and (1990s) were related to emergence of terminology in the field of HRM (Human Resource Management), how it may differ from its prototype, employees management, or how it may endanger trade unions and production relations, has created "more significant problems".

The effect of human resources (HR) on organizational performance and employee involvement in their work (Legge 2005: 221). This early discussion plays a significant role in our understanding of the subject, but they no longer engage literature.

To function effectively for any company, initially it's require to have budgets to accommodate itself, which the importance are ready money, resources, goods, tools, concepts about the facilities or products to

provide those who could use the results, and eventually people who are Human Resource (HR) to manage the enterprise. One of the main areas of the human resource management (HRM) function, which is particularly important for the effective use of human resources, and that, is training. Few today will oppose the importance of training programs as an important factor in the success of the organization. Employees are as essential, but exclusive resource. In order to support economic evolution and effective work, it is important to improve employees' contributions to the goals and tasks of organizations.

The importance of training programs as a central management role has long been known. The only involvement of the manager is to give other vision and ability to accomplish. Training is compulsory to provide a sufficient number of technically and socially proficient staff capable of career development to specialized departments or management posts. Hence, there is a constant need for a staff development process, and training is a significant part of this process. Training should therefore be seen as a vital part of the overall quality management process. With respect to the recognition of the significance of training in latest years has been greatly influenced by increased competition and the relative success of organizations that place a strong emphasis on investment in employee development.

Welford's (1968, 1976) emphasized on how the movements are gathered and synchronized the practice of performance and skilled conditions at different levels. The training that makes easy the achievement and transfer of skill. Fitts and colleagues (Fitts et al. 1961; Fitts and Posner 1967) developed a three-level structure for the acquisition of skills, including (i) the cognitive stage of understanding, the environment of the task and how to implement it.

The case study aims to research the impact of training and development programs on Employees' performance in Afghanistan telecommunications companies. Thus Telecommunication is the only sector, which has grown so fast since late 2000's among other sectors in Afghanistan. It has been observed that in very short period there has been various changes occurred in telecom sector with respect to the technological requirements, services coverage, business strategies, network quality and coverage facilities and escalating competition among each company that caused in cumulative demand for well-trained personnel.

Consequently, the current case study dedicated on effect of training development programs on employees' performance. For productivity, revolution and competitiveness of the company, the most important component is the knowledge and skills of the workforce. If an organization wants to remain modest, it must continually improve and receive training and development programs in the workplace. The rapid growth of technology and organizational modification helps employers to understand that success requires improving staff skills and abilities, as well as continuous investment in training and development. Training is the organized achievement and expansion of knowledge, boldness and skills. Employees must be trained to perform an adequate task or task and improve productivity in a work environment.

## **LITERATURE REVIEW**

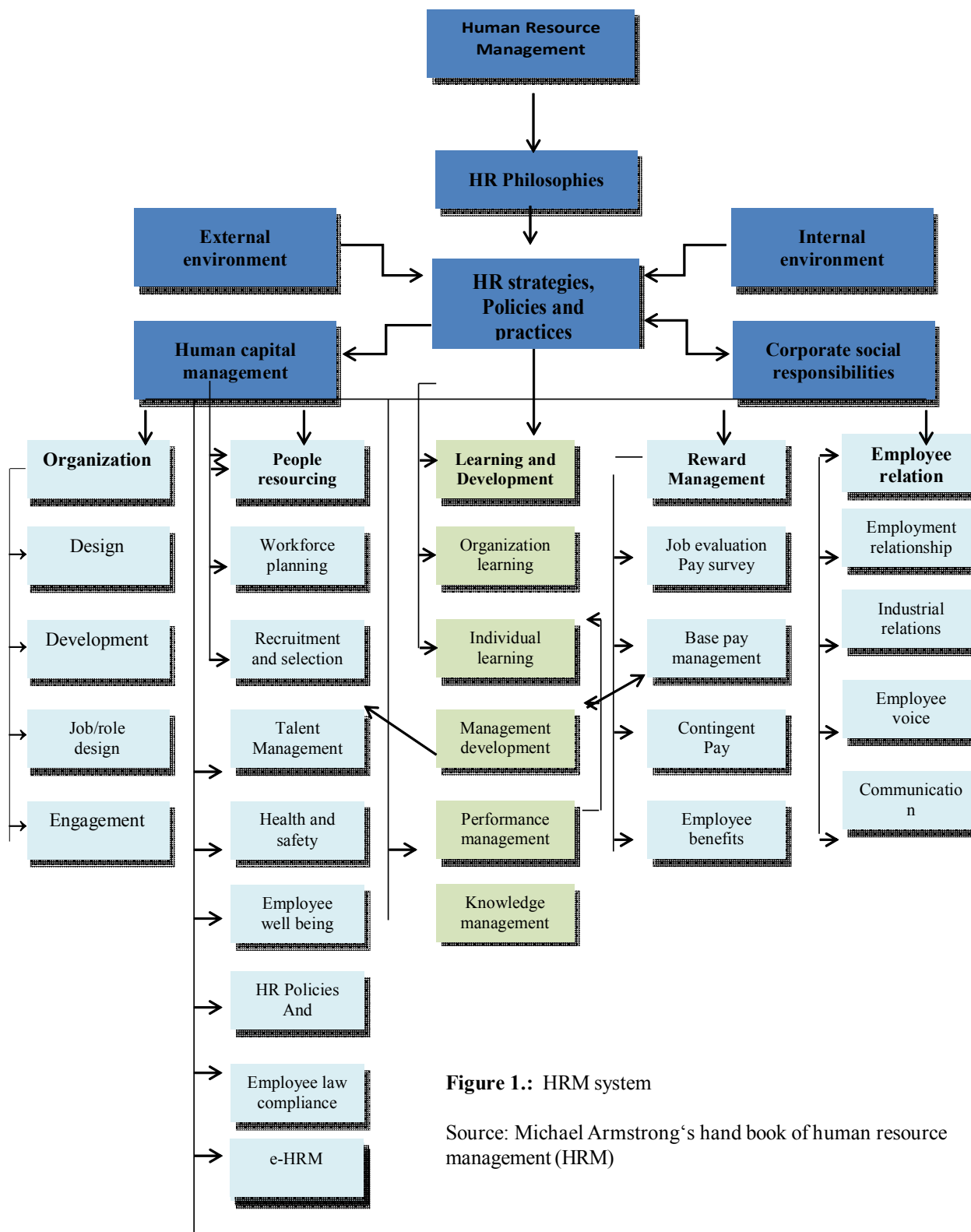
### **Human Resource Management**

Human Resources Management is the process of attainment, training, evaluation and compensation of employees, participation in business related tasks, security and health safety. The discussion in this topic will give you the conception of methods and techniques which are needed to conduct the Employees or "people" expression of job management.

A research study by a source, Incomes Data Services (IDS, 2010) discovered that statistically the median number of Human Resource (HR) employees in organizations was 14. However in Small and medium-sized-enterprises (SME) companies the number of staff were (1-499) and with median number of 3.5. Moreover, in those companies that the numbers of employees were 500 or above that, the HR employees were 20.

Although the resulting model looks more, like the average percentage of employees to HR staff is 62:1; it was 95: 1 for big employers. in general, the total ratio was 80:1, In IRS 2011, it was found that the average ratio is based on the roles and responsibilities of HR, and HR specialists were 83: 1.

In Figure 1= all the conceptual and framework of Human Resource.



**Figure 1.:** HRM system

Source: Michael Armstrong’s hand book of human resource management (HRM)

### Training and development

Training is way which organization gives the way of development with greater quality of current and fresh recruited employees. Learning and development is seen as a systematic approach that develops individuality, group and organization Khawaja & Nadeem (2013) (Goldstein & Ford, 2002). For this reason, this is a sequence of actions initiated by an organization that provides the acquisition of awareness or expertise for developing commitments. Thus, it contributes to the prosperity and effectiveness of human capital, organization and society at the same time.

Training and Development of Employee demonstrates with the operations that are pointing to the new knowledge for purpose of developing and growing skills and carrier building to the development of employees. Thus it's is becoming an increasingly critical and strategic obligation for organizations in terms of meantime's situation of business environment (Sherry-lyne 2007) by Abdul Hameed De (2011).

### **The Impact of Training on Employee's Performance**

Employee performance: is well-defined as the consequence or involvement of employees to make them accomplish goals (Herbert, John & Lee 2000) although performance can be used to determine what an organization has achieved in terms of process, the consequences are, feasibility and success Development Program.

Afshan et al. (2012) explained about entirety of cost and speed that determine the performance of the specific tasks, measured by the specified or identified standards, The efficiency of the system can be reflected in the productive process, the simple and innovative technologies, in the field of highly motivated employees.

### **Impact of Training on Salary of Employees**

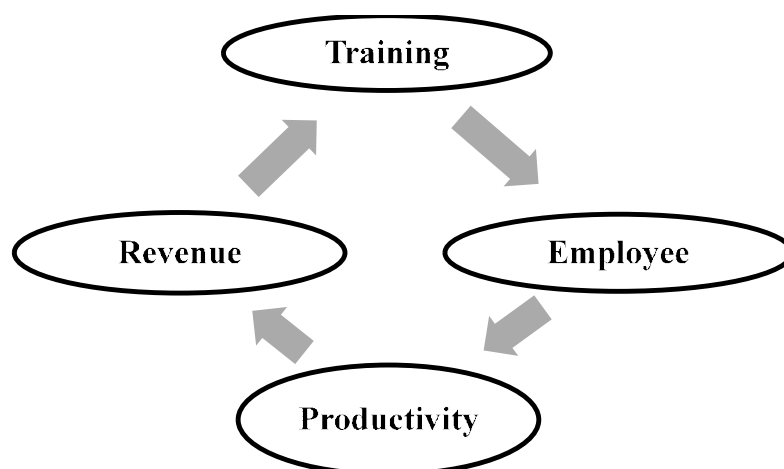
In Oligopolistic workers markets, labors are paid salaries under their marginal product, hence employees and workers inducement to invest most desirable in receiving common training, but sometimes, the training will grow in addition by the firm, whose inducement to invest are greater. (Acemoglu and Pischke 1999), (Stevens 1996) and (Booth, Francesconi, and Zoega 2002). The circumstances under that the pressure on workers' wages related with poor labor markets is likely to growth the motivation for firms to invest general or transferred training programs. With this perspective wage, smoothing suggests that productivity after training increases in the speed of training program at a quicker rate than wages. In addition, by definition, the firm's profits are in a certain range, which is pre-defined by the management of organization.

### **Employee Training and Employee Productivity**

The training was irreplaceable for improving the efficiency and productivity of firms or organizations. This not only improves the skills of employees, but also allows them to learn practically their work and work more knowledgeable. Therefore, the increase is not only the productivity of the employees but it has effect over the productivity of the organizations.

Different studies show that, there is positive effect of training and development programs on the employees' productivity. Learning as a process is one of the most common methods for increasing individual productivity and transferring organizational goals to staff (Ekaterini & Constantinos-Vasilios 2009).

Training is a tool that primarily affects the successful achievement of the goals and objectives of organizations. The optimal goal of any organization, however, is to generate high incomes and maximize profits and a vital tool for delivering this efficient and effective staff. Therefore, the workforce is efficient and effective only if it is provided with adequate training and development and, consequently, increased productivity.



**Figure 2.** Employee Training and Employee Productivity: Relationship cycle  
Source: Rohan & Madhumita, Head of department MHRM (2012)

## METHODOLOGY

The literature review chapter indicated and discussed about the importance of Impact of Training and Development Programs, and how it affects over some aspects in terms of Employee and Organization themselves. When it comes to Training and Development, at first it is a part of Human Resource Management, which considers to the Employees' performance and course of action substantially how the training programs can affect over the salary of employees.

Additionally the role of training programs on employees' productivity and the effect of that over the organization. The employee development how it can be justified it is discussed in details with managerial aspects. The trainer quality, which is significant with training design and their competitive design. The final discussion was commitment and employee turnover and how it should be processed.

The research methodology chapter discusses about the specific steps used in the literature review and collection of data for the study. This chapter commonly begins with endorsement of research problem (usually covers the hypothesis and research questions). In addition, to mention that in this section quantitative research method will be implemented, precisely the Structural Equation Modeling (SEM) research method is going to be applied.

Basically, the questionnaire methods are used based on interview and survey questions. The information given is collected online through questionnaires from Employees of various organizations. Moreover, the target here will be prioritized by collective data from specific group of employees in the organizations.

## DATA ANALYSIS

### Demographic statistics of the respondents

The initial portion of Questionnaire is Demographic, and it's created for easiness of respondents, they can easily choose the required answer within few minutes, and they are used as multiple choices. There are several demographic questions in this study, such as, Gender, Age, Marital status, Several demographic questions may be related to age, ethnicity, gender, marital status, Education Level, Profession, Job Experience, Department, Training Schedule and Type of Training. In this case study the survey link was distributed to four telecommunication companies employees. And the number of respondents from companies reached to 61, participants.

**Table 1.** Demographical statistics for Telecommunication Companies respondents

		Count	Column N %
<b>Company Name</b>	<b>S</b>	13	21.30%
	<b>A</b>	15	24.60%
	<b>E</b>	16	26.20%
	<b>M</b>	17	27.90%
	Total	61	100.00%

Source of data: Primary Data, 2019

The survey result shows in the table 4.1 the percentage of responses from company S is 13, from other company A its 15, company E has responded 16, and company M responded 17.

### Reliability and Validity

Initially before implementing Structural Equation Modeling for testing hypothesis, Cronbach's Alpha and Confirmatory Factor Analysis (CFA) is used to check internal consistency and reliability of the measurement in research cases. (Cronbach, 1951, p. 297). It is often used to calculate Cronbach's alpha by implementing using SPSS application. In this study SPSS 20 application is being used to check the reliability and validity of indicators dependent and independent variables were tested for all three factors.

The lowest value as (e.g.  $<0.5$ ) can be the may be the result of factors such as a small number questions about the high importance of alpha or bad relations between points if its high as (e.g.  $>0.90$ ).

Questions or poor interrelatedness between items, while a high value of alpha (e.g.  $>0.90$ ), Questions about the high significance of alpha or disorder may be the result of some unnecessary items in the instrumentation between points (Tavakol and Dennick 2011, p. 54).

The output of Cronbach's Alpha in Table 4. indicates for all the four group of items as the result, it indicates for all four companies the Cronbach's alpha value is above ( $>.60$ ), which is not poor and it's still good.

The first item as group, that is Training Development (TD1, TD2, TD3 and TD4), the second group is Productivity (P1, P2, P3 and P4), the third group consist of Employee (E1, E2, E3, E4), and then the last group contains Revenue items (R1, R2, R3, R4). At the end all group of items were calculated together, which the result is above ( $>.80$ ) is considered "very good" (Tavakol and Dennick 2011, p. 54).

**Table 2.** Reliability and Validity (Cronbach 'sAlpha)

Items	Cronbach's Alpha	
	All Companies	N of Items
TD1, TD2, TD3	0.632	3
P1, P2, P3	0.761	3
E1, E2, E4	0.817	3
R1, R2, R3	0.891	3
All	0.899	12

Source of data: Primary Data, 2019

**Table 3.** Multiple Linear regression analysis (coefficient) Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.802	.324		5.568	.000
	Ps	.079	.072	.117	1.091	.280
	Es	.340	.108	.453	3.140	.003
	Rs	.191	.110	.287	1.738	.058

a. Dependent Variable: TDs

Source of data: Primary Data, 2019

The variance and R Square estimations are indicated by details in Figure 3, as a result of standardized estimates calculation from Amos with respect to the output from SPSS in Table 4.

As a result of R Square the estimations for Training and Development as dependent variable or endogenous indicates with R square estimation .57, the estimation for independent variables or Exogenous variables, as Revenue (Rs) R Square estimation is .55, for the Employees (Es) the R Square estimation is .50, and for Productivity there is no R Square estimation available.

As a result of variances, Productivity (Ps) variable is impacting with estimation of .12, Employees (Es) is Impacting with estimation of .45 and Revenues (Rs) is Impacting with estimation of .29, as it has shown in the diagram. For the Training and development, the respondent has given high importance to Employees (Es) first, followed by Revenues (Rs) and last to Productivity (Ps).

Co variance between independent variables are:  $Ps \longleftrightarrow Es = .30$ ,  $Es \longleftrightarrow Rs = .79$  and  $Ps \longleftrightarrow Rs = .55$ .

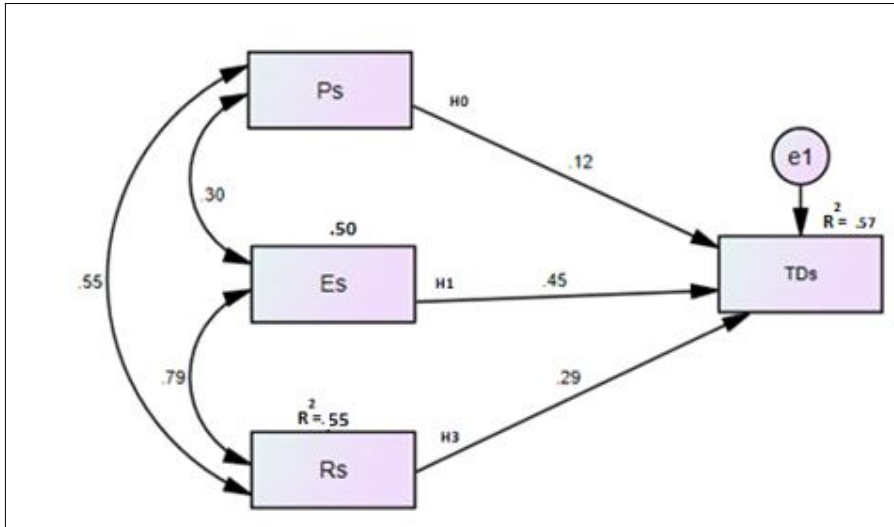
**Observed Variables:**

- Exogenous variables = Independent
- Endogenous variables = Dependent
  
- Dependent Variable = TDs
- Independent Variables = Ps, Es&Rs

**Unobserved Variables:**

**E1 (Error)** = it's also called Unique variable or unobserved variables, the value is not considered and it's set to zero, usually considered to be set on dependent variable, TDs is determined by Ps , Es and Rs.

**Fig. 3.** Parameter estimates for final structural model



Source of data: Primary Data, 2019

**Table 4.** Multiple Linear regression analysis (Model summary variance)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.714 <sup>a</sup>	.510	Es ).501	.34870	
2	.752 <sup>b</sup>	.566	Rs).551	.33091	2.182

a. Predictors: (Constant), Es *Source of data: Primary Data, 2019*

b. Predictors: (Constant), Es, Rs

c. Dependent Variable: TDs

**CONCLUSION AND RECOMMENDATION**

Training becomes more and more important for companies looking for an advantage among rivals. Professionals and scholars argue about the impact of training on employee and organization goals. One school claims that learning leads to increased turnover, while others states that training development is a instrument that can point to advanced levels of staff holding (Becker, 1993; Colarelli & Montei 1996). Irrespective of somewhere someone is involved in this discussion, most experts agree that employee training is a complex staff practice that can greatly influence the success of the company.

In the literature part, this study was established to survey and conduct research on Impact of Training and Development programs on Employees' performance (Employee, Productivity and Revenue) as a case scenario for Afghanistan's Telecommunication Companies.

The business sector chosen for this case study were four multinational Telecommunication companies in Afghanistan namely, SALAAM/AFTEL as company (S), Afghan Wireless Communication Company (AWCC) as company (A), Etisalat as company (E) and MTNA as company (M). The researcher has planned sample size of 50-60 employees with-in these named companies who assisted to response the questionnaires. Those employees who responded to the Questionnaire were mostly from the Human Resource Management and Administration level departments with the frequency rate of 37% HR and 14.80% Administration.

Proven data collection indicated in the demographic questions, the numbers of participants in terms of gender were mostly 78% of male and 13% female.

Regarding the Age of participants, mostly in Afghanistan Telecommunication sector they are young manpower generations, as the frequency shown 55% were between the ages of 26–33 and 45% were between the ranges of 42–49 years old (middle aged).

Concerning to the marital status of the employees, mostly the participants were married with 75% amplitude and the rest 25% were single status. As it comes to the level education majority of people in Afghanistan having up to Bachelor degree in hand, the data collected shown the number of employees' for level of education were 73% and 19% with post graduate (Master degree).

In addition, with respect to the profession in Telecom companies, they are mostly Private sectors with the frequency of 69%, although in some companies Government is involved with 10% of shareholders. In this case, study 5% of the internship program students also participated which they are doing their final and internship programs in those named companies.

Furthermore, the employees who participated in responding the questionnaires were having more than 5 years of experiences with frequency rate of 52.50%. thus the demand for the types of training were 80.30% onsite, which is far greater in frequency rate than the demand for online trainings.

To mention that, in this case study initially the validity and reliability of the variables through the means of Cronbach's alpha were checked. The outcomes of calculation indicated that all the independent and dependent variables are considered as "very good" with the average of ( $>.80$ ). however for the dependent variable, as Training Development (TDs) the resulted value of Cronbach's alpha was ( $>0.63$ ), which is still acceptable.

At last, Structure Model Equation modeling (SEM) was implemented to regulate if the relationship between the variables, the study proved through hypotheses that the Training and Development have a positive effect on the Employee. Research has revealed that the revenue and income of the company is precisely attached with Training of Employees through their performance and there is chance to increase the productivity of company.

Also for more clarifications, multiple regression analysis was applied as a result the components were compared in the hypothesis-testing portion for the entire tree hypothesis.

### **Recommendations**

Afterward assembly, dispensation and understanding of the initial data regarding the impacts of training development programs on employees' performance, and discovering out the defects; the investigator has restrain the following recommendations for these Telecommunication Companies in Afghanistan.

- According to research and the findings, telecom companies are not providing regularly time-to-time and updated trainings to their employees, thus the researcher recommends for the Telecom Companies to conduct training programs frequently for the employees of their organization, which may affect and bring changes on the productivity of the organization.

- based on the findings, some of the survey respondents as responded that, the training and development programs does not take place "based on employee needs", which the researcher suggests, that the employees needs to be evaluated and based on their performance they should get training facility from their organization.

- For the organization management, it's required when they acknowledge for the weakness of their employees and perhaps they should arrange training and development programs for the certain weakness elimination.

- Satisfaction of employees play main role in the company which they work for, since its more in-Teague with their ability to perform their duties with all the good interest for the organization. Therefore the researcher recommends for the Telecom Companies to conduct training programs for their employees' and employees' may feel satisfied.



• Training and Development can be used as tool to the supervision, as long as the employees' of the organization are well trained, they may get well skilled and well knowledged, and the level of significant guidance maybe less required.

• At last, the researcher recommends that, per the survey responses, the Telecom Companies in Afghanistan may require to devote more precisely on the excellence of the training development programs, because approximately of the employees' believe that there are not much of the quality on the training programs for them.

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