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The Effect of Training and Development Practice on Employees' Job Performance: the case of INSA

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Abstract

The objective of this study is to assess the effect of training and development practices on employees' job performance in the case of Information Network Security Agency (INSA). Primary data were collected with interview and questionnaire. Simple random sampling was used to select staff for the study. The findings revealed training and development had positive effect on employees' job performance of INSA. However, employees of the organization are facing a lot of challenges with regard to the training plan and system of the organization. The study also revealed that the organization failed to identify the specific needs of the training toward the improvement of their skills. Therefore, it becomes imperative for the organization to ascertain the training and development needs of its employees, through its training need analysis and align such needs to the organizational overall needs and objectives in order to actualize the organizational vision and mission. It is also recommended that the INSA shall maintain providing employee training and development activities and ensure the participation of employee in planning, need or skill deficit identification and evaluation of training and development programs.

Introduction

The study aims at assessing effects of training on employee performance in Information Network Security Agency with due emphasis on effects on analyzing training needs assessment, designing training program, delivery of training effectiveness. This chapter specifically provides an introductory part that includes background of the study, statement of the problem, research question, and objective of study, significance of the study, scope of the study, limitation of the study, definition of terms and lastly gives an overview of the organization of the study.

The environment of the 21st century is very dynamic and challenging. Organizations focus on resources that provide them with better leverage compared to their competitors. Organizational resources are divided either into tangible and intangible resources. Human resources fall under the category of intangible resource since it is imperceptible and complex for rivals or opponents to understand, purchase, imitate or substitute for competitors and the single source of sustainable competitive advantage (Hitt, et al., 2007). To get valuable and long run competitive advantage in the industry, the company must have successful employees in order to stay aggressively in the industry with appropriate competency, Franklin Dang Kum (2014).

HRM is concerned with determining who works for the organization and how they work in the organization (Huselid, et al., 2011). Powell & Snellman (2004) in their research asserted that competition is no longer decided by who owns more natural or monetary resources, but rather on who has more inventive and inspired ideas. The idea is that well managed human resource has the ability to create irrefutable competitive advantage, contributing to organizational objectives such as quality, customer satisfaction and profits (Huselid, et al., 2011). Human resources develop tacit knowledge which is not copied or expressed in written form for duplication. Beattie (2002) stated that human resource is the basic source of differentiation and sustainable.

Competitive advantage to business institution. Human Resource Management (HRM) deals with employees practice in an organization (Guest, 1997); and is made-up of policies, practices and systems that affect employee's behavior, attitudes and performances (Delaney, et al., 1996; Huselid, 1995).

Training and development department is part of the Human Resource Directorate. The standard training and development program starts by departments and training and development Team. This plan consists of a list of the available training course and distributes it to the other directorates. Each directorate sends its feedback on training requirements, after consulting its staff, to the HR direc-

torate. The directorate forwards the feedback to training and development team and requests it to initiate the training program in accordance with the allocated budget and appropriateness of the training with the job of each work unit. Subsequently the training and development division will move to prepare the action plan of training courses, number of trainees and time of delivery. The training can be in-house or outsourced. The study, therefore, focused on how training and development would improve their performance for the provision of timely, efficient, effective and quality of works.

Statement of the problem

Training and development have been consider helping employees do their current jobs or help meet current performance requirements, by focusing on specific skills required for the current need. However, its benefits may extend throughout a person's career and help develop that person for future responsibilities, Ahmed Mohamed Mohamud, (2014:1). Most companies don't use the performance gap for individual's training planning, and future performance betterment.

According to Aidah Nassazi (2013), the findings reported in her study suggest that training and development have an effect on the performance of employees with regards to their jobs in three Telecommunications operations in Uganda. It is imperative for the Information Network Security Agency to adopt a training and development strategy that reflects the unique mandates of the INSA staff and one of that appropriately prepares the workforce, with the skills, capabilities and competencies needed to ensure a sustainable future.

Another Study conducted in ERCC indicates that HRD plays a support strategic role in the organization. This signifies that HRD is contributing a lot in supporting the overall strategy of the organization. The study also showed that HRD plays a strategic role in shaping the overall strategy of the organization. On the same time, the management team also good understanding on HRD practices. But the PA system is not well organizing to fostering the employee learning curve.

While the agency makes an initial assessment, the following significant problems with training and development were facing, some of the issues included, but not limited to, employees training needs will not properly identify and also on the training selection process; the training delivery will not to their expectation and lack of support or lack of motivation from top management. These problems will identify by observation and preliminary interview question provided by the staff informally. Therefore, this study focused on how training and development would improve their performance for the provision of timely, efficient, effective and quality of works. The general objective of this research is to assess the effect of training practice with in INSA that the agency provides to its employees which increase their

applicable knowledge and skills that leads to improve the organizations performance.

Research questions

This research provides answers to the following basic questions.

- What is the training need assessment practice in INSA?
- What are the methods employed to deliver and implement training and development in INSA?
- How the training and performance are linked?
- What are the strategies developed by the agency to enhance employee capacity?
- What is the level of awareness of the training and development policy at INSA?

Theoretical Literature Reviews

Overview of Training and Development

Training has been defined differently by different authors. According to Armstrong (2006), training is prearranged and methodological change in behavior through learning events, programs and instruction which helps people obtain the levels of knowledge, skills and competence required to carry out work effectively. Training involves skills that employees must possess to enhance the probability of achieving the organization overall business and academic goal and objectives. Conclusive training given to employees help in the reduction of panic and disappointment, which most employees experience in many instances during their job career (Truitt, 2011).Cole (2002) defined training as educational activity steered towards acquiring specific knowledge and skills for a job or a work. The essence of training is to obtain efficiency and safety in operation of particular equipment or machine, or for an effective sales force to mention a few.

According to Kondalkor (2002), Training is a long-term philosophy of developing employees on collective commitment, vision, empowerment, problem solving and employee welfare; in which latest technology and organizational processes are used to enhance quality of work life to acquire organizational effectiveness and revamp into a vibrant competitive and growth-oriented learning organization.

Human Resource Management and Training

Beard well, et al., (2004) stated that the recent emphasis by many organizations on the importance of training can be attributed to the relative success of organizations that have considerable invested in employee development. They have added that technological development and organizational change have led managers to understand that success depend on the knowledge, skills and abilities of their employees, and thus more investment in training. Therefore, human resource must be recruited, compensated, appraised, trained and developed (Mathis, et al., 2001).

Knowledge freshening is not an option but crucial. Training of employees must be a

continuous process which is the only meaningful stipulation in the condition of knowledge extension, dynamic changes and increasing need for continuous product and service innovation. (Abbas, et al., 2009) In general, organization should organize their workforce efficiently and effectively and must focus on training employees to achieve best results and meet organizational objectives.

Difference between Training and Development

As business managers, we consume a lot of time and money "training" our professionals. But how much energy do we spend in to "developing" our people? What is the difference between training and development? The difference is like the difference between today and tomorrow. We make sure that employees are capable of achieving today's job. This is among the reasons why recurrent training is boring (McDowall, et al., 2010).

Training is the process of learning a string of programmed behavior. It enhances employee performance on the ongoing job and develops them to the intended job. On the other hand, development not only enhances job performance but also results in growth of personality. Training not only brings about growth in potential capacities but also become better individuals (McDowall, et al., 2010).

OBJECTIVE OF TRAINING

The main aim of training is to help the organization to achieve its organizational objectives by raising the value of its important resources, namely, its employees (Stredwick, 2005).

Armstrong (2001) states three specific objectives of training and objectives:

1. Cognitive objectives: deals with knowledge and information.
2. Affective objectives: deals with feelings and believes.
3. Psychomotor objectives: deals with the ability to manipulate objectives. Most training in organizational setting is highly cognitive.

Significance of Training and Development

The importance of training and development according to Gary (2010) include:

- Increase in production: the more the employees are trained the higher the level of production. In concise, giving training implies updating the knowledge, skills and abilities of its employees. Thus, the amount of production will increase
- Reduction in turnover: turnover plays an important role in the amount of training investment companies will make. The greater the chance of employee turnover, the less likely the company will invest in training.
- Less supervision necessary: when the knowledge and skill level of employees increase, the lesser the amount of supervision required. Thus, if the organization employees are well trained, the employees can perform

their job efficiently and effectively and without any supervision

The Training Process

Training, according to Gray (2010) is the mechanism of teaching new skills to employees to help them perform their jobs. Steps involved in training and development include:

1. Organizational objectives
2. Needs analysis identifies specific skills needed to assess the prospects trainee's skills and develop specific measurable knowledge and performance objectives based on any kind of deficiencies.
3. Instructional design that the trainers decide on compile and produce the training program consent.
4. Validation stapes that bugs are worked out of the training program by presenting it to a small representative audience.
5. Implement the program that actually training the targeted employee group.
6. Evaluations that deal about managers assess the program success or failures.

Empirical review

Study conducted by Tazebachew (2011) that involved 60 employees to assess the effect of training on employee's performance in public organizations found that most employees are not involved in the design and development of the organization training. The researcher found that employee selection for training depended on performance evaluation results and seniority. The researcher also found that some respondents were not clear with the mechanism that the organization practices. In an interview with the training manager, the researcher acknowledged that both on the job training and off the job training methods were available even if the first type of training is most of the time given to employees. In the same research, the majority of respondents acknowledged that taking training in groups is more beneficial than obtaining it individually.

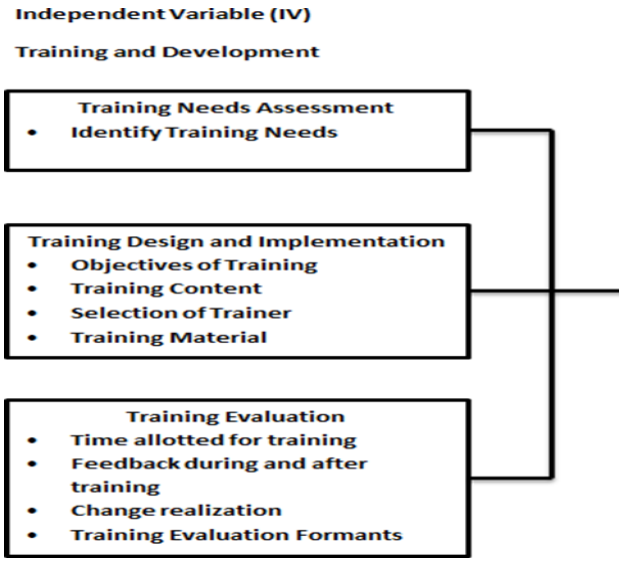
The findings on the effect of those trained employee's performance revealed a significantly positive relationship with $r = 0.777$, $p < 0.01$. This value of correlation indicates a stronger relationship and significant at p value less than 0.01. In general, literature on training and development is scare and most available are not conducted in line with the performance aspects, this research tries to assess the effect of training and development on employee performance the case of Information Network Security Agency.

Conceptual framework

The conceptual framework shows the association of Training and development and employees‟ performance. In this study employee's performance is dependent variable while the components of training cycle, namely; Training Needs Assessment, Training Design and Implementation and Training Evaluation

are the independent variable.

Figure 1 Effect of Training and Development on Employees' Job Performance



Source: Adapted from Kanyesiga & Bazinzi (2015)

Materials and methods

The study used Causal/explanatory and descriptive design through surveys to assess the training and development practice of INSA. The researcher used both quantitative and qualitative research approach. Descriptive design is used to describe existing situation under study; and explanatory study design is used for explaining, understanding and predicting the cause-and-effect relationship between variables. This study utilized cross-sectional survey in which all relevant data were collected at a single point in time. A questionnaire was used as quantitative survey instrument.

The study used both qualitative and quantitative data appropriately and through the integrating use of qualitative and quantitative data collection techniques and analysis procedures, it will be crucial to strengthen the validity, quality of data analysis and research findings. The researcher used both primary and secondary data sources, Primary data were collected from open and close ended questionnaire and semi structural interview by appropriate way and include an assessment of various relevant documents which is directly related to the study. Secondary data obtained from related literature, evaluation of similar studies, scholarly written article review journals, books, training manuals and browsing of the internet.

The target populations of the study are employees of INSA in head office; The agency has 18 departments and 1,906 employees within these departments. 14 departments are selected because of they are located in head office and permitted to gather information the reaming is outside of the city, because of, geographical restriction, easy access to data (Information Security), expected rate of return, cost effectiveness and easy manageability the researcher selects only the Head office and Permitted Departments.

To determine the sample size of those populations who participate in the study the researcher select a sample of 298 employees' by using a formula developed by Cochran (1963) cited in Glenn (2013).

$$n = \frac{N}{1 + N(e^2)}$$

$$n = \frac{1161}{1+1161(0.05^2)}$$

$$n = \frac{1161}{1+2.9025}$$

$$n = \frac{}{297.50}$$

Where

N= is the population size

e = is the level of precision

n = sample size

For the purpose of this study in order to obtain relevant information both primary and secondary data was used. For collecting primary data, the study has used questionnaires and interviews. The questionnaires are designed based on the research questions. This is because questionnaires are advantageous in collecting large amount of data from respondents and help respondents to fill the questionnaire at their convenient time without the interviewer bias. And interview was conducted with human resource development departments because interview has a higher response rate and it clarify the questions are not clear.

After the required data are collected from the primary sources, it was analyzed through quantitative and qualitative data analysis methods. Data collected edited, coded and categorized based on different characteristics then, properly tabulated based on the research questions. Descriptive statistics helps to describe the general level of agreement of respondents. It reveals the conformity of respondents' attitude about the training and development practice in the Information Network Security Agency.

DATA PRESENTATION, ANALYSIS AND DISCUSSION

Descriptive Analysis

Mean and One Sample t-test for the Responses of the Participants to the Items of the Scales that Addressed the Three Stages of Training and Development Process

N	The stages	Maximum Expected Score	Test Value	Observed Mean	SD	t	Df	Sig. (2tailed)
271	Training Need Assessment	20	12	11.18	3.921	-3.710	316	0.000
	Training Design & Implementation	100	60	59.12	20.548	-0.760	316	0.448
	Training Evaluation	60	36	38.56	11.147	4.081	316	0.000

Source: SPSS, 24, 2023

As a result, the findings revealed that the mean score of the participants' responses to the overall items of the scales that collectively constituted the practice of the general training and development process on the questionnaire was 108.86, which was a few points (0.86) higher than the test value (108). However, this mean difference was not statistically significant (t=0.442, df= 316, Sig.=0.659). Table hereunder depicted the details.

Mean and One Sample t-test for the Responses of the Participants to the Overall Items of the Scales Constituting the Practice of the General Training and Development Process

N	Maximum Expected Score	Test Value	Observed Mean	SD	T	df	Sig.(2-tailed)
271	180	108	108.86	34.715	0.442	316	0.659

Source: SPSS, 24, 2023

Table. The Linear Relationships between the Independent and the Dependent Variables of the Study

		TNA	TD	DS	Performance
TNA	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	271			
TDI	Pearson Correlation	.794**	1		
	Sig. (2-tailed)	.000			
	N	271	271		
TE	Pearson Correlation	.806**	.971**	1	
	Sig. (2-tailed)	.000	.000		
	N	271	271	271	
Performance	Pearson Correlation	.789**	.694**	.744**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	271	271	271	271

**. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS, 24, 2021

Hair (1998) has indicated that when the Skewness and Kurtosis test values lie within the range of +1 and -1, these tests then are showing normality of the data for the variables involved in the study. Thus, as shown in Table 4.8 below, the results revealed that all the Skewness and Kurtosis test values of the data for both the dependent and the independent variables of the study were observed to lie between the range of values of +1 and -1. Therefore, this could ascertain the fact that the data for

both the dependent and the independent variables involved in the current study were approximately normally distributed, and hence, were found to fit for the regression analysis. Table below depicted the details.

The regression assumption made by Gorard (2001), which was taken into account in this study lastly, was a test of multicollinearity of independent variables. It asserts that no independent variable is a perfect linear combination of another; implying that there should not be perfect multicollinearity among all the independent variables. Thus, according to Gorard (2001) multiple regressions are useful in that they can take in a range of variables and enable us to calculate their relative weightings on a dependent variable.

However, one has to be cautious that variables may interact with each other and may be inter correlated (the issue of multicollinearity), so using both together means that we end up using their common variance twice (Gorard, 2001). Gorard (2001) has thus, stipulated that if collinearity is discovered between variables through the correlation coefficients values that are higher than 0.80, then one can either remove one of the variables or create a new variable that combines the previous two that were highly inter correlated.

Consequently, the Pearson Product Moment Correlation was computed on the data that measured the independent variables of the study to see if there were any statistically significant relationships between any two of them. As a result, the findings revealed that there were statistically significant positive relationships between training need assessment and training design & Implementation (r=0.794), training need assessment and training evaluation style (r=0.806), and training design and training evaluation style (r=0.971). Hence, training evaluation style had very high positive (r, greater than 0.8) positive relationship both with training need assessment and training design.

REGRESSION ANALYSIS

The major objective of this study was to determine the effects of the stages of (training need assessment, training design and implementation, and training evaluation style) the training and development process on the employees' job performance in Information Network Security Agency. To serve this purpose, multiple linear regression and ANOVA test of significance was computed on the scores of the participants' responses to the items of the scales that constituted the three stages of the training and development process and the items of the scale that was supposed to measure the participants' job performance in Information Network Security Agency.

The findings revealed that the stages of training need assessment training design and implementation and the training and development process in Information Network Security Agency had a 42.1% share of determining the variances in predicting the employees' job performance. This prediction capacity was observed to be statistically significant at (F=116.090, df=2, 314, at α=0.000). On the other hand, the training need assessment stage of the training and development process had more effect on the employees' job performance by positively predicting 39.7% of the variances, followed by the training design & implementation stage, which was observed to positively predict 29.1% of the variances. Table 4 below showed the details.

Table. Summary of ANOVA Table and Coefficients for the Effects of the Stages of the Training and Development Process on the Employees' Job Performance

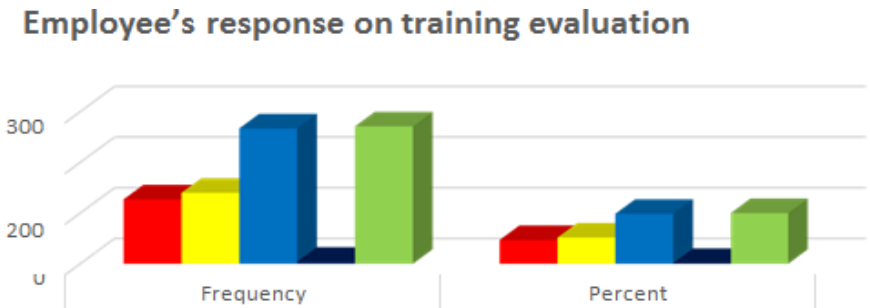
R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.	Effect
0.652[a]	0.425	0.421	4.171	0.000	42.1%

Sum of Squares		Df	Mean Square		F
Regression	4038.959	2	2019.480		116.090
Residual	5462.271	269	17.396		
Total	9501.230	271			

Source: SPSS, 24, 2023

The regression analysis result above shows that, the relationship between customer satisfaction (independent variable) and customer loyalty (dependent variable) is positive and significant (β=0.273, p<0.05). This tells us keeping other variables constant, for every single unit increase in customer satisfaction there would be 0.273-unit increase on customer loyalty in the organization. You can also see the others as well.

As the aim of this paper was to assess the training and development practice of Information Network Security Agency the respondents were asked whether their organization provides training when they joined the company in item no 1 from the total of respondents 245 (90.4%) of the respondents agreed or they get some inductions and training about the organization's environments the remaining 26(9.6%) claims that they didn't get any form of training since they joined the Agency. As item no 2 indicates the majority 256 (94.5%) of the respondents were participated on the Training Program held by INSA and the remaining 15(5.5 %) were not participated in any Training Program.



	Frequency	Percent
Valid YES	127	46.9
Valid NO	140	51.7
Valid Total	267	98.5
Missing System	4	1.5
Total	271	100

Figure 2 Employee's response on training evaluation

Source: Survey Result (2023)

The above graph indicates out of the total respondents the majority 140 (51.7%) of them responded that the organization not evaluate training programs properly. In the opposite, as it is clearly stated in the able 127(46.9%) of the respondents agreed that there is a proper evaluation of training in their organization. and this assured us even if there is the practice of evaluating the training in the Information Network Security Agency it is not conducted properly i.e. the effectiveness of training evaluation in the Agency is not satisfactory. This implies that the training evaluation method is not clear and well understood by the employees.

Summary of the Major findings

This study was conducted in the Ethiopian Information Network Security Agency with the general objective of assessing the training and development practice of the organizations. Questionnaire was the main source of data. These questionnaires are distributed for 298 employees of the Agency. Among them, 271 questionnaires were collected and used to analyses the data. An interview was also conducted with the 2 training and development team leaders of the Information Network Security Agency.

Based on the data presented and analyzed in chapter four of the study, the following particular findings were observed:

- The study reveals that there are some respondents who took the training several times while some of them took the training only a couple of times and once and this clearly demonstrates that there is a gap in allocation of employees for training program, as it is indicated in the interview there is a problem from the manager's side that selected trainer's without identification of their skill gaps.
- The study reveals that training needs assessment is not conducted properly.

- INSA mostly uses direct observation of direct supervisors and managers to identify training needs of employees.
- The study result shows that even if Information Network Security Agency employees have a training program in place and give training to the employees several times they failed to give this training at the right time.
- The majority of respondents not get training about the Agency new products and services before the service or products implemented and announced.
- The training materials are available on time of training.
- According to interview held with human resource development team leader's trainers selected by directors and department managers by their subject matter expertise and practical knowledges and also trainees select by supervisor or manager recommendations.

CONCLUSIONS

The aim of this study has been to assess training and development practice of the Information Network Security Agency, in order to assess the existing training practice, the study emphasized on the four points of training includes training needs assessment, timely delivery, trainers and trainee selection, training evaluation and attitude of employees concerning training practice of the Agency. Based on the entire study the following conclusion are drawn

Regarding INSA Training needs assessment it can be conclude that to identify the training needs of employee's uses direct observation of immediate supervisors. In addition, they use questioner to identify the areas of gaps in which training is needed. Three questions were asked to measure the appropriateness of the training needs assessment of the organizations. Based on the results of analysis, training needs assessment methods of the Agency did not identify the gaps properly. The interview made with the team leaders also indicated that even if their training process is started with the identification of training needs, the training need assessment practice of the Agency did not Identified the gaps and conducted properly and this is may be due to the lack of manager's commitment to properly identify the performance gaps that should be filled with trainings.

RECOMMENDATIONS

- Information Network Security Agency should strengthen their data management system towards training management, they should have an up-to-date record of those who attended training from those who haven't taken training so as to reduce the tendency of giving trainings repeatedly to the same employee.
- Assessing training needs is playing a very important role in identifying individuals who need to be trained, designing the program that relates to the

needs of both individuals and the organization, allocating the required time, determining the program objectives and the required skills and determining the required resources for implementing the program. Since the training need identification of the Information Network Security Agency are done using direct observation of managers and questionnaire, managers should be equipped with the proper skills on identifying training needs of employees. Moreover, identification of training needs using the performance appraisal report is reported to be very low and the absence of this practice makes it difficult to differentiate the actual performance gap of employees which will be filled by training therefore the Information Network Security Agency improve their performance assessment system and should be properly linked so that they can identify the exact performance deficiency caused by the absence of skills or knowledge that can be remedied by training.

- In addition, on top of developing their skills managers should be orientated on the purpose of providing trainings to employees Therefore, the organization should conduct formal training and development program rather than simply led by the will of top managers.
- Finally, in order to have an effective training practice the Information Network Security Agency should have to conduct each and every process properly give more emphasize on the identification of employee's skill, knowledge gaps before conducting training and evaluating the behavioral or skill changes that becomes the training. The existence of training programs in place by itself doesn't as sure the effectiveness of the training program unless it is supported by systematic training process. Therefore, since each processes are interrelated they need to be conducted with due care. On time delivery of the training should also be given the necessary attention in order to make the training practice effective and productive.

Conflict of Interests

The authors declare that there's no conflict of interest concerning to the publication of this article

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