

أثر التدريب على أداء الموظفين في شركات الاتصالات في فلسطين
effect of training on employee performance at
telecommunications companies in Palestine.

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أثر التدريب على أداء الموظفين في شركات الاتصالات في فلسطين.

الملخص:

تهدف هذه الدراسة إلى بحث أثر التدريب على أداء الموظفين في شركات الاتصالات في فلسطين، وتحديد نقاط الضعف في قسم التدريب في هذه الشركات، وتأثير ذلك على أداء الموظفين. شملت عينة الدراسة موظفي شركات الاتصالات في فلسطين، حيث تم اختيار 48 موظفًا عشوائيًا. أظهرت نتائج الدراسة وجود أثر إيجابي ذي دلالة إحصائية لتدريب الموظفين على أدائهم، لا سيما فيما يتعلق بتحديد مواد التدريب ومحتواه. وبناءً على نتائج الدراسة، يوصي الباحث بتوفير المزيد من برامج التدريب للموظفين، بما يتناسب مع المهارات المطلوبة في العمل، بالإضافة إلى منحهم فرصًا متساوية لحضور الدورات التدريبية. الكلمات المفتاحية: أثر التدريب على أداء الموظفين في شركات الاتصالات في فلسطين.

Abstract:

this study aim to examine the effect of training on employee performance at telecommunications companies in Palestine , Find the weaknesses at telecommunications companies training section and what the impact that on the performance of employees. Telecommunication companies in Palestine, employees at these companies are the population of the study, 48 employees will selected randomly.

the study result that there is a positive statistical significant impact for staff training on employee performance more specifically in regard of identification of Training material, and Training content. Based on the results of the study, the researcher recommends introducing more training programs for employees, which are more appropriate to the skills needed at work, as well as giving employees equal opportunities for attending the training courses.

Keywords: effect of training on employee performance at telecommunications companies in Palestine.

Chapter One

Introduction

In today's conditions, long-term success and competitive advantage of enterprises depend on giving importance to human because many of the resources owned by enterprises can be imitated, except for human resources. Therefore; it is important to ensure that human resources do their activities voluntarily. In other words, the motivation of individuals to work is an important factor in the success of the enterprise (Ozkeser , 2019).

In any organization, the needs of training rise when there is the need to improve or adapt/adjust to changes and solve problems in order to improve on both employee and organizational performance (Al Karim , 2019) . The purpose of a training needs identification program therefore is to identify the gap that exist between the required and the actual competencies expected of organizations and employees so as to determine the kinds of training that can help bridge the gap.

According to Alfiyah (2019) training is defined as a systematic approach that has an impact on increasing knowledge, skills and attitudes in order to increase the effectiveness of individuals, teams, and organizations. Training plays a very significant role in wake of the technological advancement, effectiveness of organizations and to the experiences of people in their job. Training has direct associations for productivity, efficiency, accuracy and personal development. All employees of the organizations need to train and develop their staff with an objective of improving their productivity and performance but it can never be achieved it without the effective performance of its employees (Khan & Abdullah, 2019).

Research problem

Current organizations are facing extensive competition, continuously changing technological and business environment. Globalization and ever changing customer needs have added up more challenges on business organizations. In order to meet these challenges, companies are seeking to reach its targeted profit level by ensuring proper training and development of employees. Employees are the major assets of any organization. Every organizations needs well trained employees to perform the activities effectively and efficiently. It is the continuous process of the organizations that helps to develop skills, knowledge, and abilities. Employees are the major assets of any organization. Every organizations needs well trained employees to perform the activities effectively and efficiently. It is the continuous process of the organizations that helps to develop skills, knowledge, and abilities.

Furthermore, the inconsistency in the existing empirical literature (Abeeha&Bariha, 2012; Ahmed &Tsafe, 2013) makes it inevitable to seek for more evidences on the effects of Training of Staff on employees' Performance in telecommunication companies.

Important of the study

- The researcher assumes that the result obtained can be used in guiding the management of telecommunications companies to streamline and improve where it is necessary on their training programs, which will appeal and empower employee in numerous undertaking and also result in yielding positive result towards their performance.
- This study has important as it helps telecommunications companies to practice training based on need analysis in order to enhance their employee's performance. It is also assumed that the result of this study is helpful for top management of the hospital to make proper decisions in relation to training and employee performance.
- Today's environment has placed increasing pressure on organizations to accomplish more with less, Meeting this challenge through higher productivity is possible if the individual workers can be properly motivated. In order to motivate employees in the organization, the management must understand the need to invest in training.

Research OBJECTIVES

1. Studying the effect of training on employee performance at telecommunications companies in Palestine.
2. Find the weaknesses at telecommunications companies training section and what the impact that on the performance of employees.
3. Explore different method of training that affect employee performance at telecommunications companies in Palestine.
4. To examine the way training program implementation.

Research Questions

1. What are the effect of training on employee performance at telecommunications companies in Palestine?
2. What training programs exist in telecommunications companies in Palestine?
3. What are the most used method of training that have effect on employee performance at telecommunications companies in Palestine
4. What key internal and external factors influence the impact of training telecommunications companies in Palestine?
5. How training program implementation must be done in telecommunications companies in Palestine?

Methodology

Population and sample of the study

Telecommunication companies in Palestine, employees at these companies are the population of the study 48 employees will be selected randomly.

The research will be conducted according to the following steps:

1. collecting, reading and analyzing various studies.
2. Structuring research tool (questionnaire).
3. After determining the targeted population, the research sample accordingly specified.
4. Enter data and process it statistically using the statistical package for social sciences SPSS.

Data resources

Primary data will be collected through using a questionnaire.

Secondary data: sources mainly covered by reviewing previous literature, books, and Websites.

Limitation of the study

- The measurement of study variables and their effect on performance are all based on respondent's perceptions and attitudes while filling the questionnaires. Thus, elements of errors and bias might exist in the data set.

-The sample size is relatively small for such kind of study this is due to time, resources and willingness to respond constraints.

Chapter Two Literature Review

Introduction

This chapter presents a review of the literature on the topic of impact of training and relevance of training programs on employee performance. The section reviews literature on the definition of training, Types of training, Training stages, Benefit of Training, Employee Training and Employee Productivity, Employee performance, impact of training on employee performance

Training

Salah (2018), define training as “the teaching or learning activities carried on for the primary purpose of helping members of an organization to acquire and apply the knowledge, skills, abilities and attitudes needed by that organization. It is the act of increasing the knowledge and skill of an employee for doing a particular job”. Ivancevich (2015), says “training is a systematic process of altering the behavior of employees in a direction that will achieve

organization goals. Training is related to present job skills and abilities. It has a current orientation and helps employee's master specific skills and abilities". Anitha (2016) submitted that: Training is a systematic development of knowledge, skills and attitudes required by employees to perform adequately on a given task or job. It can take place in a number of ways, on the job or off the job; in the organization or outside organization. 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 (Ocen, 2017).

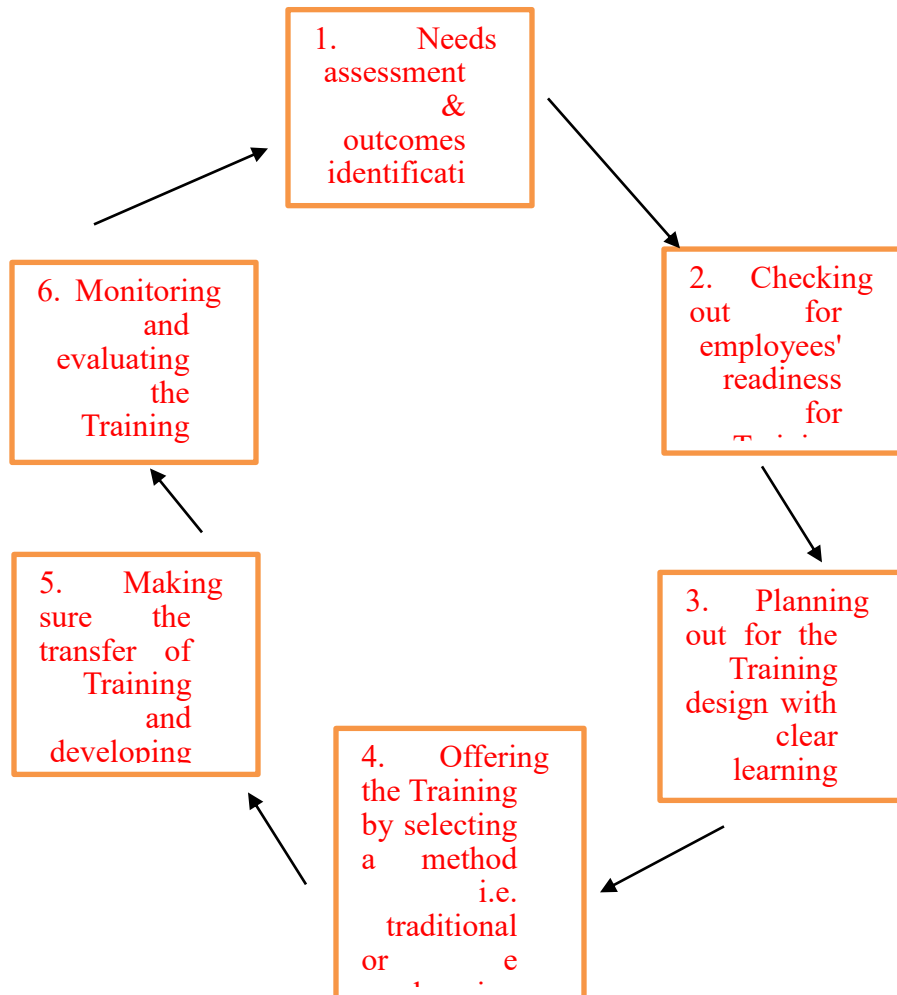
Types of training

The following are the types of training provided in organizations:

On-the-job methods: Management education normally takes place off the job, but a great deal of learning takes place on the job. According to Habib et al., (2015), there have been several recent studies on managerial learning and skills development in South Africa that result from on-the-job experience. This research suggests that managers learn most from assignments that are very difficult and challenging. A programme of management education should include assignments and job rotation plans that stretch managers to their limits.

Off-the-job methods: Sensitivity training includes techniques such as laboratory and T-group training, communication workshops and outward board's trips. The purpose of sensitivity training is to make employees more aware of their own behavior and how their behavior is perceived by others. It also increases the participants' awareness and acceptance of the differences between them. In terms of this type of training, small groups of eight to fourteen individuals who are strangers to each other are usually grouped together and assisted by a trainer. During the discussion, employees discuss themselves, their feelings, and the group process (Al-Mughairi, 2018).

Training stages



Source: Noe, 2008; Garner 2012.

Benefit of Training

The benefits of training can be summed up as: Improves morale of employees, Training helps the employee to get job security and job satisfaction. The more satisfied the employee is and the greater is his morale, the more he will contribute to organizational success and the lesser will be employee absenteeism and turnover (Afroz , 2018). The more trained an employee is, the

less are the chances of committing accidents in job and the more proficient the employee becomes. Chances of promotion, employees acquire skills and efficiency during training. They become more eligible for promotion. They become an asset for the organization. Increased productivity, Training improves efficiency and productivity of employees. Well trained employees show both quantity and quality performance. There is less wastage of time, money and resources if employees are properly trained (Kumar, 2016).

Training is generally imparted in two ways: On the job training, on the job training methods are those which are given to the employees within the everyday working of a concern. It is a simple and cost-effective training method. The in proficient as well as semi- proficient employees can be well trained by using such training method. The employees are trained in actual working scenario. The motto of such training is “learning by doing.” Instances of such on-job training methods are job-rotation, coaching, temporary promotions, etc. Off the job training, off the job training methods are those in which training is provided away from the actual working condition. It is generally used in case of new employees. Instances of off the job training methods are workshops, seminars, conferences, etc. Such method is costly and is effective if and only if large number of employees have to be trained within a short time period (Motlokoa , 2018).

Onyango & Wanyoike (2020) summarizes these benefits as below

- 1) High morale – employees who receive training have increased confidence and motivations;
- 2) Lower cost of production – training eliminates risks because trained personnel are able to make better and economic use of material and equipment thereby reducing and avoiding waste;
- 3) Lower turnover – training brings a sense of security at the workplace which in turn reduces labor turnover and absenteeism is avoided;
- 4) Change management – training helps to manage change by increasing the understanding and involvement of employees in the change process and also provides the skills and abilities needed to adjust to new situations;

5) Provide recognition, enhanced responsibility and the possibility of increased pay and promotion;

6) Help to improve the availability and quality of staff

Employee Training and Employee Productivity

Training has been invaluable in increasing productivity of organizations. It does not only enhance employees resourcefully, but also provides them with an opportunity to virtually learn their jobs and perform more competently. Training as a process is one of the most pervasive methods to enhance the productivity of individuals and communicating organizational goals to personnel (Ekaterini & ConstantinosVasilios, 2019). Rohan & Madhumita (2015) also supported that investing in training employees on decision making, teamwork, problem-solving and interpersonal relations has beneficial impact on the organizations' level of growth, as well as impacting on employees' performance. Training affects employees' behavior and their working skills which results into employees enhanced performance as well as constructive changes (Satterfield & Hughes, 2007). Training is most effective way of motivating and retaining high quality in human resources within an organization (Kate Hutchings et al., 2019). According to Konings & Vanormelingen (2016), training is an instrument that fundamentally affects the successful accomplishment of organizations' goals and objectives. However, the optimum goal of every organization is to generate high revenue and maximize profit and a vital tool to realize this is an efficient and effective workforce. Thus, a workforce is only efficient and effective if the appropriate training and development is provided for such and therefore leading to productivity.

Employee performance

Performance is a necessary factor, as it is related to determining productivity and is referred to as behavior applied in the work place (Armstrong, 1995). According to Sasidaran (2018), there are many measures used by an organization in order to attain efficiency in performance such as quality, efficiency, ability, productivity, profitability and effectiveness

According to (Safitri & Lathifah ,2019) employees' performance is defined as the attainment of specific tasks by employees of an organization (through the effort applied by

employees within such organization) and it is measured against the predetermined or identified standards of accuracy, completeness, cost and speed set by the organization . according to (Ahmadi, 2019) define performance as achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost and speed , Employee performance can be manifested in improvement in production, easiness in using the new technology, highly motivated workers”.

Impact of training on employee performance

Employee training plays an important role in developing performance and achieving high level output thereby leading to increased company strength in the competitive marketplace (Nassazi, 2016). According to the (Angela, 2016), training had an impact on the performance of employee among the international civil servants. According to (Appiah, 2017) training enhances knowledge, skills, attributes and competencies and ultimately worker performance and productivity in organization. According to (Sasidaran, 2018) on the job training reduces cost and saves time, you can give training in your organization for assigning the duties of senior employee, juniors are attached with seniors for some time and they learn and train there.(Kumar , 2016) concluded that those organizations that train their employees well, managers and superiors have the confidence to get the authority and to deal with their subordinates , (Afroz , 2016) said that Training and development is indispensable strategic tool for enhancing employee performance, through training employees can get knowledge, skills, and attitudes which are the requirement of employees to perform their task adequately , (Motlokoa , 2018) said that organizations should invest in employees’ training in an effort to enhance their performance and that of an organization, The findings of the study generally revealed that training not only increases employees’ performance, but also positively affects employees motivation and job satisfaction.

Chapter Three

Methodology

Introduction

The purpose of this seminar is to explain the Impact of training on the performance of employee's telecommunications companies in Palestine. This chapter shows how the data has been collected and how it would be analyzed and the techniques and methods of sampling, data collection, processing and analyzing. Furthermore, this chapter highlights the limitations and problems faced while collecting data.

Research Approach

The main approach that was followed in this research was quantitative. Quantitative approach using a questionnaire to collect primary data to investigate the large number of employees concerned with this study. It is the logical and critical approach, which allows me to control measurements and outcome.

Research Design

Research design is a blue print, which facilitates a smooth sailing of various research operations, thereby making research efficient. A descriptive research design was used as this this research design is best suited to obtain information concerning the Impact of training on the performance of employee's as in basis without changing anything from respondents response.

Sample Size and Population

The population refers to all the elements of the study, or elements being investigated. The population that I focused on is employees from various positions and departments in Telecommunication companies. The sample size for this research is about 48 respondents.

Data Collection

Data was collected through two sources primary data and secondary data. Secondary data is the already available information concerned with my topic, this data was collected from published research papers, reports, books, website, journals and other published documents. However, the primary data is considered first-hand information, in this research it was collected through a questionnaire to achieve the objectives of the study and answer its questions.

Data Validity and Reliability

In order to ensure the validity of the research, it had consulted with and approved by the thesis supervisor when the questionnaire was outlined, also it was sent out to few people in order to get suggestions and comments for later modifications.

Analyses and conclusions of the research are made upon actual numerical facts of the collected data, in order to obtain verified and applicable data. As for the reliability of the research, it refers to the stability of a measure, and the extent to which the data collection method will yield consistent analysis. The sample group of respondents was decided to enclose as many people as possible in order to receive many answers, and finally altogether 48 questionnaires were completed in which delivers a good range of answers to yield consistent findings and sufficient extent upon. Thus, reliable conclusions can be made.

Data Analysis

The variables have been coded into Statistical Package for the Social Sciences (SPSS), and then data has been entered. Then there would be frequency and cross-tabulations describing all data in the questionnaire, and a discussion about these data and how they could answer the research questions. Correlations were done to establish the relationship between (training and employees performance) and satisfaction customer. The results were presented in form of tables and charts.

Chapter Four

Analysis and finding

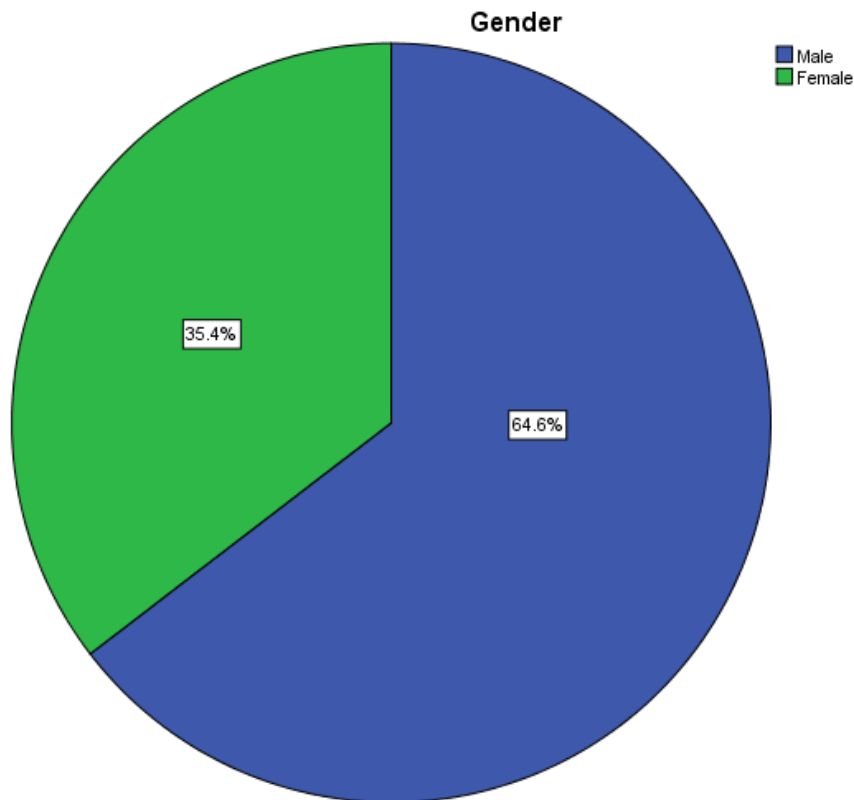
Sample

The tables below show the sample distribution of the 48 respondents.

The distribution of the study sample according to gender was 64.6% male and 35.4% female.

Table (1) gender

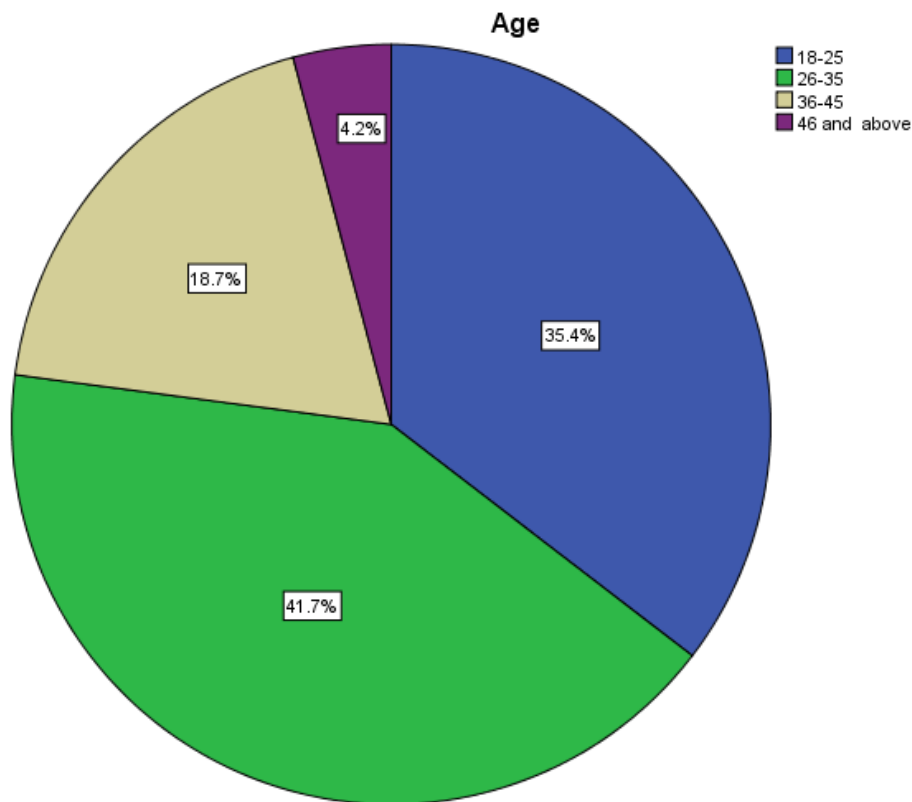
	Frequency	Valid Percent
Male	31	64.6
Female	17	35.4
Total	48	100.0



The distribution of the study sample according to age was 35.4% between 18 and 25 years, 41.7% between 26 and 35 years 18.8% between 36 and 45 years, and 46 and more was 4.2%

Table (2) Age

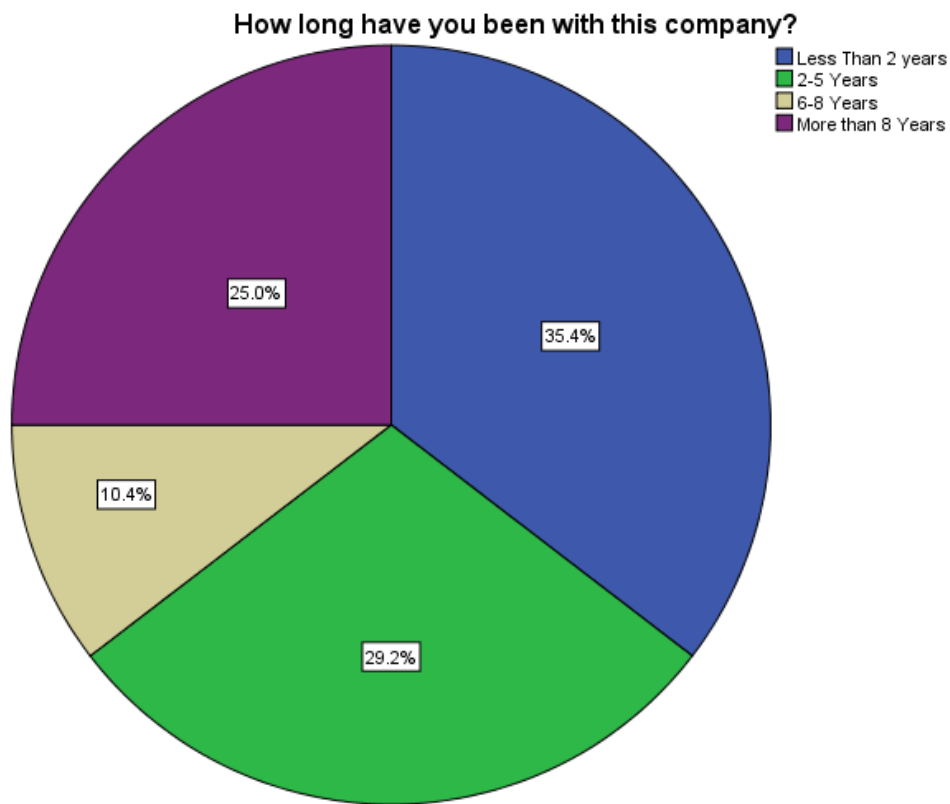
	Frequency	Valid Percent
18-25	17	35.4
26-35	20	41.7
36-45	9	18.8
46 and above	2	4.2
Total	48	100.0



Concerning the distribution of the study sample according to years of service was 76.7% less than 2 years, 6.7% between 2 and 5 years, 10.0% between 2 and 5 years, and 6.7% more than 8 years.

Table (3) years of service

	Frequency	Valid Percent
Less Than 2 years	23	76.7
2-5 Years	2	6.7
6-8 Years	3	10.0
More than 8 Years	2	6.7
Total	30	100.0



Statistical Analysis

Data collected was prepared by cleaning, coding and entering them in computer using the SPSS program. Descriptive statistical procedures including means and standard deviations was used.

Tool Reliability

Reliability and validity are important aspects of selecting a survey instrument. Reliability refers to the extent that the instrument yields the same results over multiple trials. This study used Cronbach's alpha statistic since it is a function of the covariance among items and the number of items in the analysis.

Below table shows that Cronbach's alpha statistic for the first field (Training Design) was 0.798, for the second field (Training content) was 0.657, for the third field (Training Delivery) 0.689, for the fourth field (Training material) 0.839. for the fifth field (Employees performance) 0.908. In general, it was 0.947 for the 20 items, which represent a “good” or reliable set of item.

Table (4): Cronbach's alpha statistic

Field	Cronbach's Alpha	N of Items
Training Design	0.798	4
Training content	0.657	3
Training Delivery	0.689	3
Training material	0.839	5
Employees performance	0.907	7
Total	0.947	25

Scale

A 5-point Likert –scale is used for field 1,2,3,4, and 5 in part two of the questionnaire,; where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = strong, 5 = Strongly agree.

The method of Scoring

To determine the minimum and the maximum length of the 5-point Likert type scale, the range is calculated by $(5 - 1 = 4)$ then divided by five as it is the greatest value of the scale $(4 \div 5 = 0.80)$. Afterwards, number one (which is the least value in the scale) was added in order to identify the maximum of this cell. The length of the cells is determined below:

- From 1 to 1.80 represents (Very poor).
- From 1.81 until 2.60 represents (Poor).
- From 2.61 until 3.40 represents (Neutral).
- From 3.41 until 4.20 represents (High).

Statistical Analysis

Introduction

This chapter discusses the data analysis and findings from 48 questionnaires completed by employee who works in central component of telecommunication companies in Palestine. The data from the questionnaires were statistically analyzed. SPSS version 18 program was used for the data analysis. The findings are discussed according to the sections of the questionnaire. The four sections of the questionnaire were:

- Section A: Identification of training needs
- Section B: Selection of trainees
- Section C: Employees concerning designing training
- Section D: Impact of training on the performance of employees

Descriptive analysis

Section A: Identification of Training Design

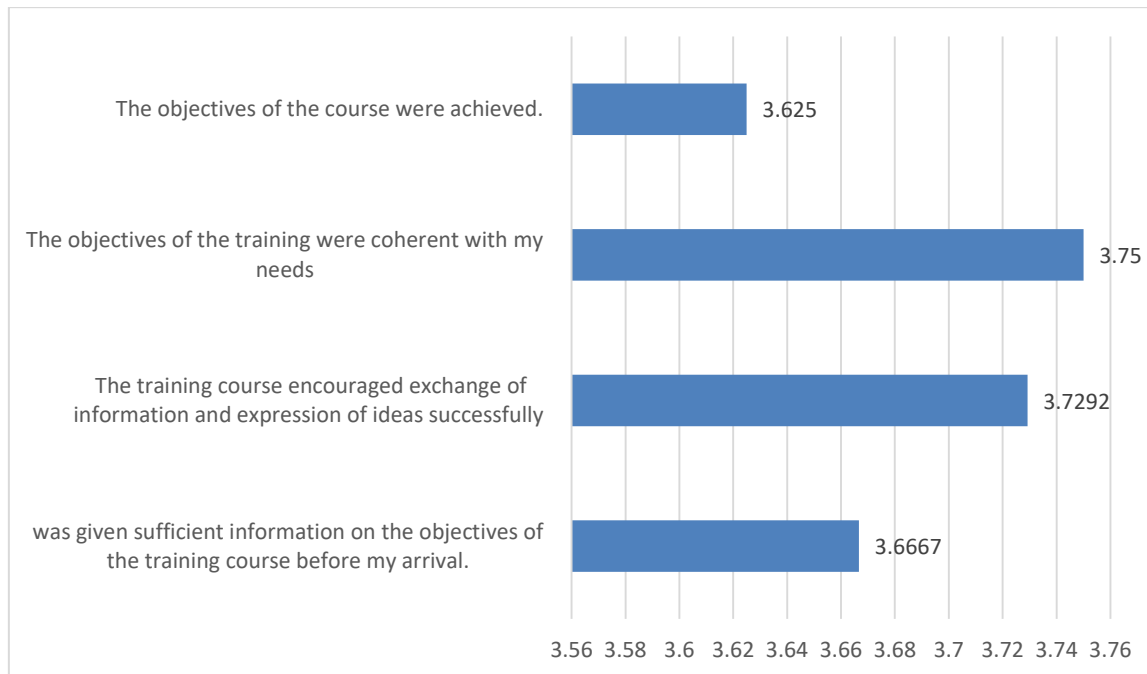
Table (5) shows that the statement “The objectives of the training were coherent with my needs” had the highest mean 3.75 with standard deviation 0.69. While the statement “The objectives of the course were achieved” had the lowest mean 3.62 with stander deviation 0.91. In general, the identification of training **Design** had mean 3.69 with stander deviation 0.65, which indicates a moderate level of agreement

Table (5) means and stander deviation of Identification of **Training Design** section

	Mean	Std. Deviation
was given sufficient information on the objectives of the training course before my arrival.	3.6667	.90703

The training course encouraged exchange of information and expression of ideas successfully	3.7292	.79197
The objectives of the training were coherent with my needs	3.7500	.69954
The objectives of the course were achieved.	3.6250	.91384
Training Design	3.6927	.65688

Graph (4) means of Identification of training needs section



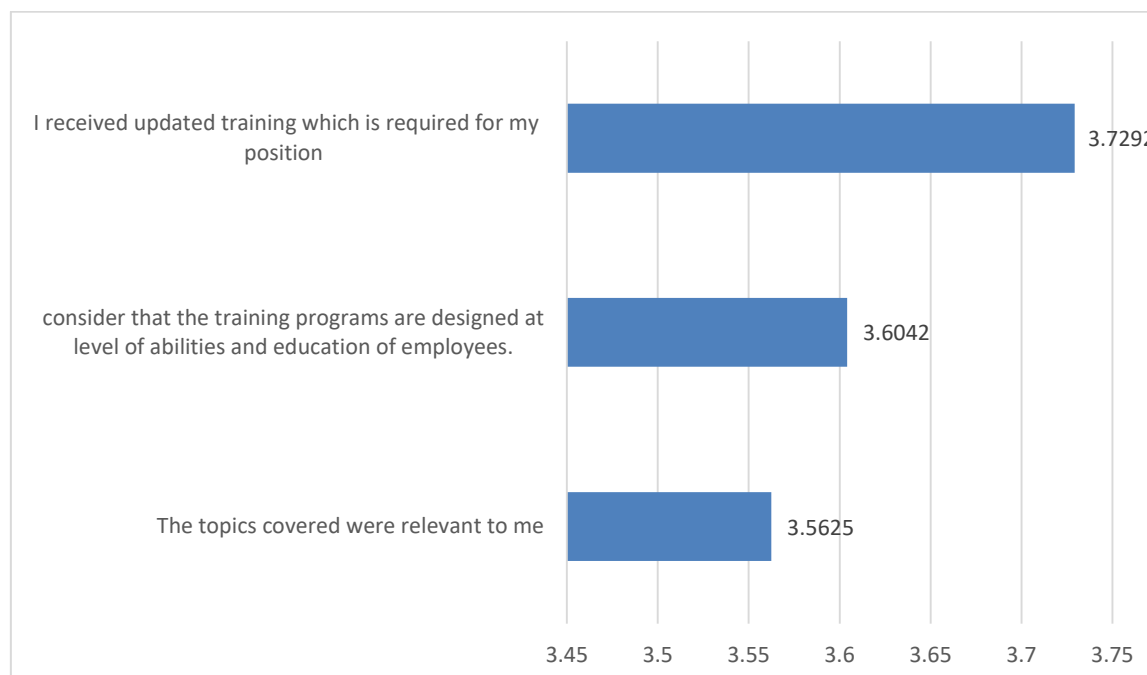
Section B: Selection of Training content

Table (6) shows that the statement “I received updated training which is required for my position” had the highest mean 3.72 with standard deviation 0.89. While the statement “The topics covered were relevant to me” had the lowest mean 3.56 with standard deviation 0.92. In general, the selection of Training content had mean 3.63 with standard deviation 0.71, which indicates a high level of agreement

Table (6) means and standard deviation of Selection of Training content section

	Mean	Std. Deviation
The topics covered were relevant to me	3.5625	.92037
consider that the training programs are designed at level of abilities and education of employees.	3.6042	.98369
I received updated training which is required for my position	3.7292	.89299
Training content	3.6325	.71825

Graph (5): means of selection of Training content section



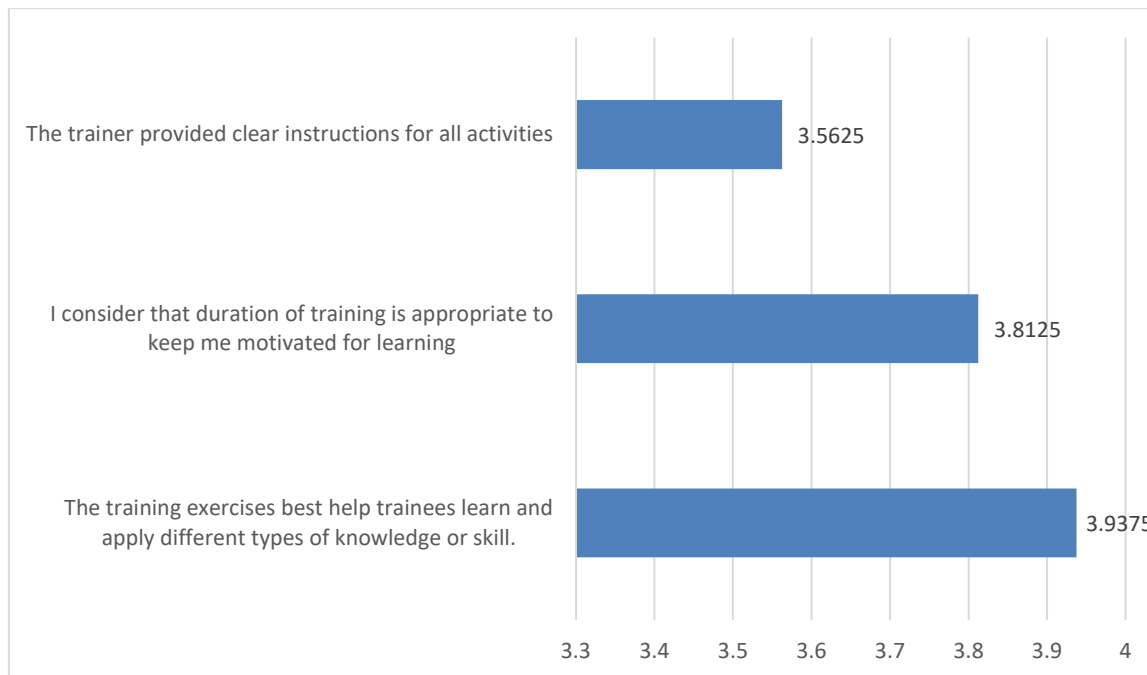
Section three: employees concerning Training Delivery

Table (7) shows that the statement “The training exercises best help trainees learn and apply different types of knowledge or skill” had the highest mean 3.93 with standard deviation 1.01. While the statement “The trainer provided clear instructions for all activities” had the lowest mean 3.56 with stander deviation 0.96. In general, employees concerning **Training Delivery** had mean 3.77 with stander deviation 0.75, which indicates a high level of agreement

Table (7) means and stander deviation of employees concerning **Training Delivery** section

	Mean	Std. Deviation
The training exercises best help trainees learn and apply different types of knowledge or skill.	3.9375	1.01910
I consider that duration of training is appropriate to keep me motivated for learning	3.8125	.89100
The trainer provided clear instructions for all activities	3.5625	.96550
Training Delivery	3.7708	.75358

Graph (6): means of employees concerning designing training



Section four: employees concerning Training material

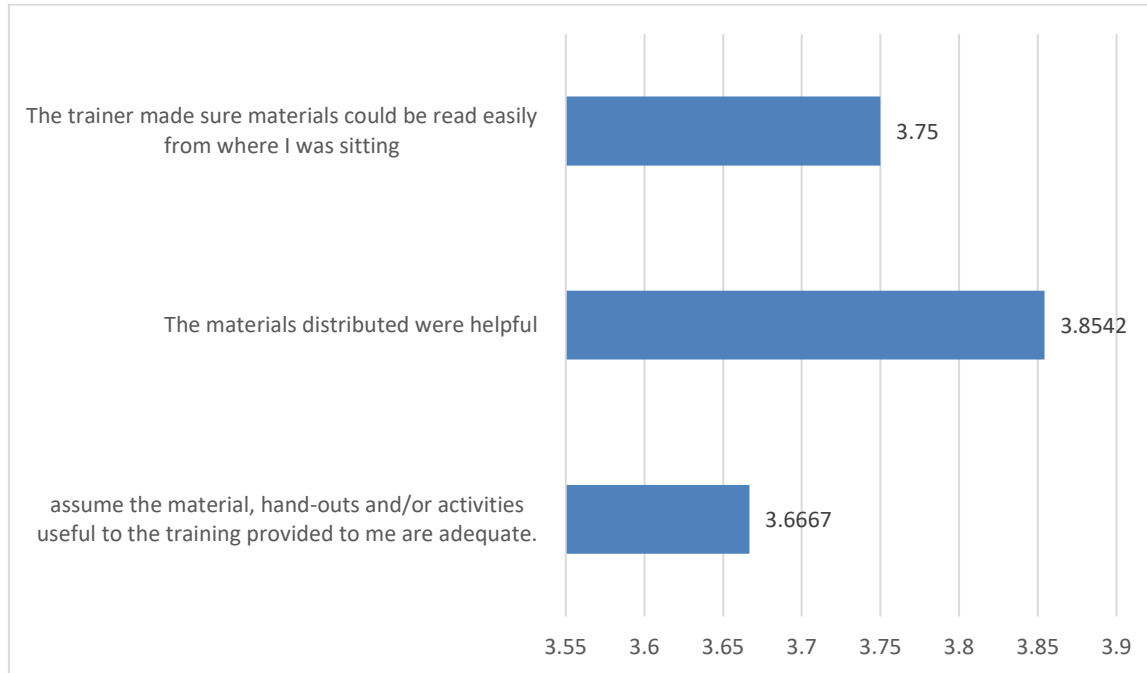
Table (8) shows that the statement “The materials distributed were helpful” had the highest mean 3.85 with standard deviation 0.89. While the statement “assume the material, hand-outs and/or activities useful to the training provided to me are adequate” had the lowest mean 3.66 with stander deviation 0.93. In general, employees concerning **Training material** had mean 3.75 with stander deviation 0.80, which indicates a moderate level of agreement

of employees concerning **Training Delivery** section

Table (8) means and stander deviation of impact of training on the performance of employees section.

	Mean	Std. Deviation
assume the material, hand-outs and/or activities useful to the training provided to me are adequate.	3.6667	.93019
The materials distributed were helpful	3.8542	.89893
The trainer made sure materials could be read easily from where I was sitting	3.7500	.93399
Training material	3.7571	.80090

Graph (7): means of impact of training on the performance of employees section.



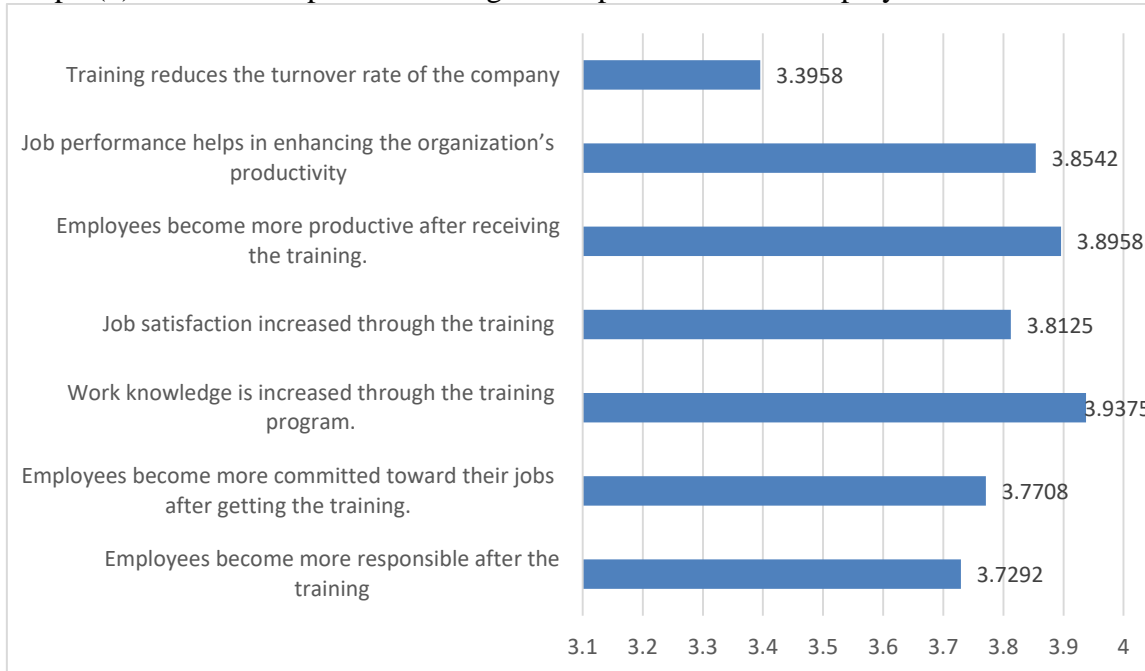
Section five: impact of training on the performance of employees section

Table (9) shows that the statement “Work knowledge is increased through the training program” had the highest mean 3.93 with standard deviation 0.93. While the statement “Training reduces the turnover rate of the company” had the lowest mean 3.39 with stander deviation 0.98. In general, impact of training on the performance of employees section had mean 3.77 with stander deviation 0.76, which indicates a moderate level of agreement

Table (9) means and stander deviation of impact of training on the performance of employees section.

	Mean	Std. Deviation
Employees become more responsible after the training	3.7292	1.00508
Employees become more committed toward their jobs after getting the training.	3.7708	.95069
Work knowledge is increased through the training program.	3.9375	.93185
Job satisfaction increased through the training	3.8125	.86679
Employees become more productive after receiving the training.	3.8958	.99444
Job performance helps in enhancing the organization’s productivity	3.8542	.94508
Training reduces the turnover rate of the company	3.3958	.98369
Employees performance	3.7706	.76754

Graph (8): means of impact of training on the performance of employees section.



Hypotheses testing

To assess the impact between staff training on employee performance researcher assumed the null hypothesis (there is no statistical significant relationship between staff training on employee performance) to assess this hypotheses linear regression was performed.

To find the variables the only impact the employee performance stepwise regression was used, Results in table (10) shows that the value of R square is 0.558, which indicate that 55.8% of the variance in employee performance can be explained by staff training represented by (identification of Training Design, Training content, Training Delivery, and Training material). In addition, F test for the regression model is significant (F-Sig. (p-vale less than 0.05), which indicate a significant regression model that can estimate change in employee performance can be explained by staff training.

Table (11) show a statistical significant relationship between employee performance and (identification of training needs, and selection of trainees) where (t-Sig. (p-vale less than 0.05)), the B coefficient is positive for both variables which indicate a positive significant relationship between employee performance and (Training material, and Training content). However, table (12) shows that there is no statistical between employee performance and employees concerning designing training, Training Delivery, where (t-Sig. (p-vale greater than 0.05)), therefore it was excluded from the model.

Moreover, the estimating equation is (employee performance= 0.814 + 0.394 Training material + 0.406 Training content).

In general, we conclude rejecting the null hypothesis (there is no statistical significant relationship between staff training on employee performance) and assume that there is a positive

statistical significant impact for staff training on employee performance more specifically in regard of identification of Training material, and Training content.

Table (10) R square and the model significant

R	R Square	F	Sig.
.747b	.558	.539	.52124

Table (11) coefficients

	B	t	Sig.
(Constant)	.814	.402	.049
Training material	.394	.152	.013
Training content	.406	.170	.021

Table (12) Excluded variables

	B	t	Sig.
Training Design	.220	1.440	.411
Training Delivery	-.073-	-.366-	.249

Results and recommendations

Results

- There is a positive statistical significant impact for staff training on employee performance more specifically in regard of identification of Training material, and Training content
- Most of respondents agree that for training design, the objectives of the training were coherent with employee needs.
- The majority of respondents agree that for training content, I received updated training which is required for my position.
- Analysis show, the training exercises best help trainees learn and apply different types of knowledge or skill.
- Also, analysis show the materials training distributed were helpful.
- Analysis show Work knowledge is increased through the training program.

Conclusion

The Human Resource Is Main Resource of the Organization, Because Human Resource Is one of Resource on Live and Animate than Other Resources of The Organization, The Effective Use of Human Resource Practices is Generally Considered as a Source of Competitive Advantage to An Organization.

Today, in business environment the awareness of Training is increases as compare to previous time, Training is a motivational factor which enhances the knowledge of the employee towards the job by which employees become proficient in their jobs and they become able to give better results. In addition, training is seen as a useful means of coping with changes fostered by technological innovation; market competition, organizational structuring and most importantly it plays a key role to enhance employee performance

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 is 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.

Recommendations

- Based on the results of the study, the researcher recommends introducing more training programs for employees, which are more appropriate to the skills needed at work, as well as giving employees equal opportunities for attending the training courses.
- It is suggested for the managers that: 'training need analyses ought to be done so the hospitals can completely attain training objectives.

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