

The Impact of Professional Training and Development Practices on the Employees Performance: A Case Study of Ministry of Education in Bahrain

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Abstract

The need for increased productivity among the employees of Ministry of Education has become widely accepted, which results to the increase in the demand of training and development practices. Training is a systematic development of knowledge, skills and attitudes required by employees to perform adequately on a given task. This study aims to find out the impact of training and development on employee's productivity in the Ministry of Education in the Kingdom of Bahrain.

The empirical findings of the study demonstrated that training and development is one of the major tools for enhancing the performance of the employees of Ministry of Education. The training programs provide effective benefits to the Ministry along with its employees as relevant to the amount of cost incurred for it. It was also found that the training helps in assessing the needs that can make the training program and the employees improve all of their weaknesses. The findings also revealed that training also helps to evaluate the areas that need further improvement of training programs.

Keywords: Training and Development, Employee Performance, Training Needs Assessment, Evaluation of Training.

I. Introduction

Professional training and development have become some the most essential tools for development in the field of human resource management as well as for improving the performance of both employees and organizations. Employees are the main asset of any company as they carry the ability to build or break the reputation of the company and can affect the margin of profitability (Aguinis & Kraiger, 2009). A similar concept is applicable to the Ministry of Education in the Kingdom of Bahrain. The Ministry of Education is concerned about the development and improvement of its employees and arranges training and development programmes for all of its departments. The training and development take various forms, such as workshops, teleconferences, seminars, reviewing journal articles, or assigning writing projects. To achieve knowledge and skills among the employees, as well as the capacity to perform to their best ability in their workplace, it is particularly necessary for the Ministry of Education to arrange effective training programmes that can

influence employees' commitment and motivation along with raising their respective productivity (Elnaga & Imran, 2013).

II. Statement of the Problem & Research Questions

Most organizations across the world are facing numerous challenges due to the increased competition resulting from globalization and changes in the technological aspects of their business. With regard to this statement, the major focus of the study is on determining whether training and development practices have an adequate impact on the enhancement or improvement of the employee performance. This problem has been identified in this research with the help of a case study of the Ministry of Education in the Kingdom of Bahrain. The questions that this study intends to investigate are as follows:

1. Analyze the impact of training costs and benefits on the performance of the employees in the Ministry of Education.
2. Determine whether a significant impact of training assessment needs on the performance of the employees in the Ministry of Education exists.
3. Determine whether a significant impact of the evaluation of the training and development practices implemented on the employee performance exists.

III. Model of the Study

The study of the impact of training and development on the performance of the employees of the Ministry of Education in the Kingdom of Bahrain proposes various frameworks, which can be illustrated with the help of the model presented below:

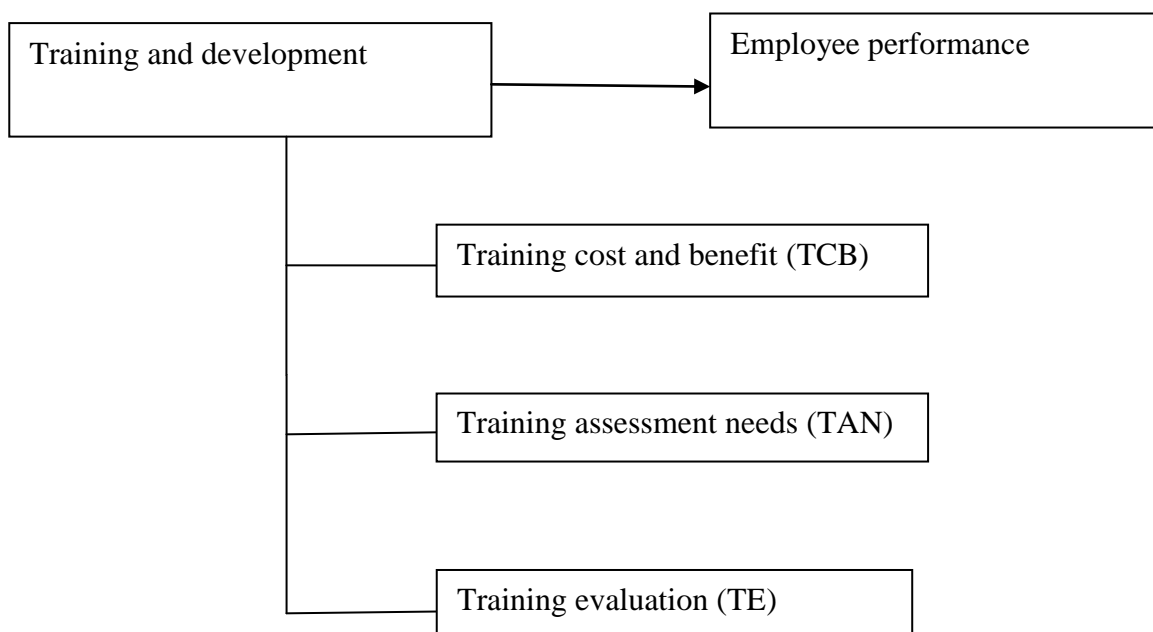


Figure 1.1 Conceptual Framework of the Study

(Source: Tahir, Yousafzai, Jan, & Hashim, 2014)

IV. Literature review

4.1 Effectiveness of Training and its Evaluation among Employees

It is necessary to provide employees with advanced training so that they can retain their job for a longer period of time, prove their efficiency, and make more improvements to their performance. To accomplish this task, a few responsibilities also lie with the organization or employer to arrange for all the prerequisites of the training programme and accordingly evaluate the programme properly so that it functions effectively in the future (Hamblin, 2012).

4.2 Cost of Training and Development

According to Kulkarni (2013), it is crucial to determine the costs and benefits of a training and development programme to conduct its evaluation. This is a fairly difficult task, but it is also very important to assess the value of training to the top-level management. Kulkarni (2013) also quoted a few of the costs that must be measured: the cost of the assessment of training, salaries to be paid to the training organizers, equipment cost for the training, evaluation cost, programme development cost, costs associated with the trainer, for example salary, lodging, and travel cost, and other training costs.

4.3 Training Needs Assessment

The study by The Asia Foundation (2009) stated that training needs assessment is one of the methods to collect adequate necessary information that can be used to determine an appropriate type of training programme that can be adopted and may be useful. The study also proposed that training needs assessment is performed to satisfy four major requirements: the determination of the goals of training, the task to be adopted for the achievement of the goals, the particular responsibility to be fulfilled by each employee, and the identification of discrepancies in the behaviour of the employees. Training needs must always be analysed in a manner that improves the performance of the organization as a whole and then that of the employees (Japan International Cooperation Agency, 2013).

V. Research Methodology

5.1 Data Collection

The random sampling process was applied for this study. A total of 200 questionnaires were distributed to employees, especially to all the trainers of the Ministry of Education of Bahrain with the aim of understanding and obtaining a clear view of the perceptions of both the employer and the employees regarding the concept of the training and development programme for the enhancement of the employees' performance.

Of the 200 questionnaires distributed, only 142 responses were received and considered for the study. The remaining 58 questionnaires were not returned. Hence, it can be stated that a response rate of over 71% was achieved for this study (Tahir et al., 2014).

5.2 Data Analysis

Based on the three aforementioned tests, we can use the linear regression model to test the hypotheses.

Hypothesis 1: There is no significant impact of training costs and benefits on employee performance.

To test the hypothesis, we used the simple linear regression model.

Table 1 indicates that the F value was 58.77 with a P-value less than 0.05 and the beta value was 0.559 with a p-value less than 0.05, so the model is significant and the aforementioned hypothesis is **rejected**. Hence, it can be determined that there is a significant impact of training costs and benefits on employee performance.

Table 1: Simple linear Regression Model between Training Costs and Benefits and Employee Performance

| Model F | P-value (F) | R ² | β | P-value (β) |
|---------|-------------|----------------|-------|-------------|
| 58.77 | 0.00 | 0.296 | 0.559 | 0.001 |

One of the features that were represented by the study is the factor of training costs and benefits, which is one of the major factors to be determined before the arrangement of a training programme. In this study, with the help of the linear regression model, it was observed that there is a significant impact of the training costs and benefits on the employee performance. In the research by Jehanzed and Bashir (2013), a similar concept was observed in that training cost and benefit determination is one of the most important tasks before arranging a training and development programme. Opposing to this fact, Falola, Osibanjo & Ojo (2014) determined that cost and benefit of the training does not deem to ascertain the effectiveness of the training and development program in terms of increasing the employee performance. The employers must not bother about the cost of training rather they must look after the benefits being provided by the training program.

Hypothesis 2: There is no significant impact of training assessment needs on employee performance.

To test the hypothesis, we used the simple linear regression model.

Table 2 indicates that the F value was 25.02 with a P-value less than 0.05 and the beta value was 0.326 with a p-value less than 0.05, so the model is significant and the aforementioned hypothesis is **rejected**. Thus, it can be determined that there is a significant impact of training assessment needs on employee performance.

Table 2: Simple linear Regression Model between Training Assessment Needs and Employee Performance

| Model F | P-value (F) | R ² | B | P-value (β) |
|---------|-------------|----------------|-------|---------------------|
| 25.02 | 0.00 | 0.152 | 0.326 | 0.001 |

It was observed, similar to Brown (2002), that it is the prime duty of the training organizer to assess the needs of the training programme so that the intended objectives can be designed accordingly. Again, in the study by Kum et al. (2014), it was found that the scholars stated that a training programme, which has been organized by taking into consideration the requirement of the needs assessment, can enhance the performance of the employees through providing them with definite tools, skills, and knowledge along with implanting the required behaviour among them.

Hypothesis 3: There is no significant impact of training evaluation on employee performance.

To test the hypothesis, we used the simple linear regression model.

Table 3 indicates that the F value was 26 with a P-value less than 0.05 and the beta value was 0.330 with a p-value less than 0.05, so the model is significant and the aforementioned hypothesis is **rejected**. Hence, it can be determined that there is a significant impact of training evaluation on employee performance.

Table 3: Simple linear Regression Model between Training Evaluation and Employee Performance

| Model F | P-value (F) | R ² | β | P-value (β) |
|---------|-------------|----------------|---------|---------------------|
| 26 | 0.00 | 0.157 | 0.330 | 0.002 |

With reference to the hypothesis that describes a significant impact of the evaluation of training on the employee performance, it was noted that, on the completion of every training programme, it is very important to evaluate it to check whether the training objectives and needs were met or not and to make the necessary improvements in the areas in which the training methods or standards were lacking. A similar point has been observed by many scholars, such as Kirkpatrick and Kirkpatrick (2013); Rama and Nagurvali (2012); Rehmat et al. (2015); Saad and Mat (2012); and Topno (2012). All these scholars determined that training evaluation helps organizations to follow up the skills and knowledge acquired by the employees through the training programme and implement the necessary strategies for improving the system of training and development within the organization so that it can gain productive employees with adequate skills and knowledge. On the other hand, Falola, Osibanjo & Ojo (2014) determined that only these above mentioned

factors do not contribute towards the recognition of training and development as the tool to enhance the performance of the employees. Rather, the employees must be provided with other amenities that can help them in increasing their performance to the highest level.

Hypothesis 4: There is no significant combined impact of training costs and benefits, training assessment needs, and evaluation on employee performance.

To test the hypotheses, we used multiple linear regression models.

Table 4 indicates that the F value was 20.25 with a P-value less than 0.05, so the model is significant and the aforementioned hypothesis is **rejected**; it can be stated that there is a significant combined impact of training costs and benefits, training assessment needs, and evaluation on employee performance.

Table 4 also indicates that there is a significant impact of training costs and benefits, training assessment needs with a p-value less than 0.05, while training evaluation showed no significant impact on employee performance.

Table 4: Multiple linear Regression Model

| Variable | B | T | P Value |
|-------------------|--------|-------|---------|
| TCB | 0.476 | 3.245 | 0.001* |
| TAN | 0.221 | 3.568 | 0.001* |
| TE | 0.093 | 1.468 | 0.112 |
| R Square | 0.350 | | |
| Adjusted R square | 0.306 | | |
| F value | 20.25 | | |
| P Value | 0.000* | | |

* Significant at $P \leq 0.05$

VI. Conclusion and Recommendation

6.1 Conclusion of the Study

In this research we have demonstrated the impact of training and development on the performance of the employees of the Ministry of Education in the Kingdom of Bahrain. It is considered to be one of the most

important tools for motivating employees so that they can perform to their best ability in the workplace. The analysis of the study shows that effective training and development programmes depend on various factors that were mentioned throughout the study, namely training costs and benefits, training assessment needs, and the evaluation of training. A few of the major conclusions of the study are as follows:

- The training costs and benefits, training assessment needs, and training evaluation are meant for assessing the return on investment made for training and development programmes for employees and to determine whether the needs of the training are to be continued or modified to adapt to the fluctuating demands of the Ministry of Education in Bahrain.
- The research also concluded that the majority of the employees of Ministry of Education have gained success through the proper estimation of the training's costs and its related benefits.
- Training and development programmes are of great benefit to any department as they help in developing their most valuable asset through the assessment of the training needs.
- The evaluation of training helps the Ministry to track and assess the performance of their employees as well as identifying those areas of weakness that need improvement or the implementation of certain effective strategies for growth and development.

Therefore, the Ministry of Education is also following all these factors in the course of training and development programmes so that its employees will attain adequate skills, knowledge, and attitudes, which will help them to perform better and meet the targeted goals and objectives of their department or organization.

6.2 Recommendation for Future

From the study of the entire thesis and the discussion of the data, the following recommendations are suggested:

- The available resources, such as finance, human capital, and technology, must be taken into consideration when conducting training needs assessment;
- All the departments of Ministry of Education must encourage external training programmes as they involve huge training costs and benefits;
- All the other departments of any Ministry in Bahrain must conduct both pre- and post-evaluation of training programmes to aid the assessment of the methods that achieve learning;
- One of the most important facts that the employers must bear in mind is that they must consider training and development as an investment to gain the best of the training costs and benefits, needs assessment, and effective evaluation of training.

Organizations that follow the above recommendations can gain employees with a high performance within the workplace. Therefore, it can be determined that, by following the above steps, organizations can achieve even better strategies for the development of training programmes for their employees.

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