

## **An Analysis of Training and Employee Performance: A Case Study in a Telecommunication Company in Erbil**

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**Abstract:** The purpose of the research is to analyze the training program offered by a telecommunication company in Erbil city. This study applied quantitative study. 100 questionnaires had been distributed among the employees and managers and 93 of them were received. The questionnaire consisted of three parts, demographic, training questionnaire, and employee selection for training. The data collected was analyzed with SPSS V. 20, using descriptive, frequencies, and reliability test analysis. The reliability test is .757, the findings were analyzed and discussed based on the respondents perception. The results indicated the success of the training program to improve the employee's abilities to solve work obstacles, productivity, efficiency and specifically their performance. The results showed that respondents agree with the relevance of the training program with their tasks and duties.

**Keywords:** Training, Employee Performance, Relevancy, Outcome and Productivity, Erbil, Private Sector

### **1. Introduction**

The main idea of human resource management is to analyze and improve the capable modest returns in this era of the globalization. One major area of the Human Resource Management is training. Training is a very important part of the human resource development activity of human resource management practice. Few people these days would argue against the importance of training as a major influence on the success of an organization. In order to sustain economic growth and effective performance, it is important to optimize the contribution of employees to the aims and goals of the organizations (Sultana, et al., 2012). Current literatures show that training assist furthest establishment. Therefore, employees are able to study various work ideas which restore their abilities, increase their work assertiveness and increase efficiency. Employees to carry out their works effectively and efficiently must have the skills, knowledge, values, attitudes and ability to understand their organization's culture. In order organizations to achieve their goals and objectives training is the best way to increase the knowledge and skill of employee and business activity, which type of training bring economic success and work in the era of competition. Training should help individual performance effect completely on organizational efficiency in the short term and long term obligation. Likewise, in the workplace training is very important, without it, employees don't have a firm grip on their tasks or duties. Employee training refers to programs that offer workers with information, new skills, or specialized development opportunities (Elnaga & Imran, 2013).

Additionally the prime job of training is to improve employees' ability, so that they can handle present and forthcoming obligations and accountabilities. Each style, applicability and excellence needs to be supported consequently in order for the workers to raise the job inspirational belongings (Amin et al., 2013). A training stage is a basic human major that would develop employees output through emphases on increasing total worker capabilities to overawe their daily work difficulties, and that can direct to the difficult structural increase and growth in the prospect (Amin, et al., 2013). Business environment is changing over the time; organizations always seek for ways to stay at the top level of competitive. This becomes attempt to develop individual employees' skills, knowledge, and ability in order to grow individual and organizational performance. As such the choice to develop individual employee is as an effect of the introducing of new technology and growing nature of economic actions which has decreased the influence of conservative way of working business actions in such a greatly competitive environment (Kiweean & Asiimwe, 2014). It has been experiential that from last decade telecommunication sector has been increasing in Kurdistan parallel with the boost of globalization and trade many company appeared in this sector.

## **2. Research Questions**

1. How many employees are going through training program?
2. Does the training program offered by the company affect the employee skills?
3. To what extend did the training program increase the employee performance?
4. How relevant was the training to the employee's work?
5. How does the training program help the employees at the company enhance their work output?

## **3. Signification of the Study**

This study considers the most important part of human resource management which is training, and the active usage of human capital on training and development, also the factors which affect the training process and consist of the part of training, quality of trainer and learners also preferences of learning styles. There are the significant differences currently in relations of the importance of the worker. Workers are very necessary and exclusive resources to all organizations. Training methods should be directly evaluated in order to measure its effectiveness and efficiency that will also create opportunity for workers to get other information to improve the knowledge, and abilities they need.

## **4. Literature Review**

### **4.1. Training**

As one of major activities of human resource management, training has for long been recognized to improve and develop employee performance (Sultana, et al, 2012). Nassazi (2013) defines training as planned and orderly behavior through knowledge events, activities and programs that lead to the achievement of the participants, knowledge, skills and competencies and capacity levels to do their job effectively. Training increase workers' productivity also improves the services of the worker and brings optimistic change in the organization.

Additionally training plans not only develops workers also aid an organization to make best use of its resource for the benefit of humanity to gain a competitive advantage. Therefore, it looks obligatory by the firm to plan for such training programs for its employee to improve their abilities and competencies needed in the workplace (Elnaga & Imran, 2013). Trainings at the exertion are mostly duty or work adjusted. Foundations which organize training must be capable of accomplishing complicated job performance (Amin, et al, 2013). For improving the organization it's required that a highly skillful and knowledgeable employee is very necessary for organization (Shaheen, et al., 2013). On the other hand, Organizational learning refers to the efficient procedure to process, understand and respond to both internal and external information of a mainly explicit nature (Tahir, et al., 2014). Training is a learning method that involves achieving the knowledge, skills, rules, idea, or change attitudes and behaviors to improve employee performance. The process that employee gets information and get to know how they will be able to perform the organization are named training (Ameeq & Hanif, 2013).

Any learning activity which is directed the acquisition of knowledge and skills defined for the purpose of occupation or job. Training is the focus of the work or task; gaining or learning from specific terms of reference (Eric, 2012). Training will equipped the employees with necessary tools to acquire sophisticated abilities for performing capable assistances such as the workers struggle to raise better characters with better benefit.

Training not simply develops employee capabilities but the ability to hone thinking and creativity in order to make the best choice at the right time and in new productive way (Elnaga & Imran, 2013). Training is a variety of action which is planned, systematic and it consequences in improved level of skill, knowledge and capability that are needed to perform work effectively (Sultana, et al., 2012). Training is the work of a growth in knowledge and skills of the employee to perform the function of practice. The key result of training is learning. A trainee learns new behavior, refined skills and useful knowledge through the training that will help him get best performance (Amin, et al., 2013).

## **4.2 Employee Performance**

Performance refers to as the results or effect of individual activities within a certain period of time. Employee performance management is necessary for achieve the goals that have the organization itself. Evaluating employee productivity and efficiency is a key measure to him in the general plan of the organization. The same speed production wise is important and that cannot be complete if the employee's possible and his skill to perform are not considered. Employees' performance is directly connected to organizational efficiency and its achievement. Improved performance of each employee generates huge outcomes which mostly comprise similarity among employees, the quality of production and commitment in the workplace (Ahmed & Shahzad, 2011).

Employees' performance is basic foundation associated with an organization knowledge staff designed the best of the effectiveness of which can be analyzed during the organization's performance (Shaheen, et al., 2013). Employee is a key factor of the organization. The success of every organization depends on the employee performance. Employee performance eventually impacts the organization performance. High performance organization is the function model for organizations.

Ahmed and Shahzad (2011) state that the performance does not comprise the consequences of an employee's behavior, but only in the same behaviors. Performance is about behavior or what employees do, not on what employees produce or the outcomes of their work. Employee performance depends on three factors; determinants of performance such as technical knowledge, motivation and declarative knowledge.

### **4.3 Training and Employee Performance**

The significant effect of training on employees' performance is to improve the quality and quantity of organization's production and an increase in the profitability of the organization, maintain the organization strength, reduce the cost and expenses, reduce the risk, improving the organization management's and establishment of the organization of general and global entities, also, training must be correlated to the mission and performance objective of the organization (Shaheen, et al, 2013).

In addition, the idea of training from the point of view of the employee is principally to obtain skills and knowledge to do the job and to get promotion and career advancement. Training can be defined as knowledge obtained by independent study, or both; the art of acquisition of knowledge, competencies, skills, attitudes, and thoughts retained and used; or modify of performance through experience (Tahir et al, 2014). In fact, there is positive relationship between training and employee performance. Organizations that are devoted to creating profits for its owners, as long as quality service to its customers and beneficiary, provide training for their employees. The more highly motivated a trainee, the more rapidly and scientifically a new skill or knowledge is obtained (Sultana, et al, 2012).

## **5. Methodology**

### **5.1 Sampling method**

For our research, data was collected from employees in a private company in Erbil city; the method used to select respondents was random sampling, the target sample for this study is 100 employees in a telecommunication company. Totally we conducted 100 questionnaires among the company employees and we have received 93 questionnaires.

### **5.2 Ethical Considerations**

We as researchers have considered and followed all the ethical considerations in undertaking our research and considered all the recommendations for conducting questionnaire. Likewise, we did not force any respondent to fill the questionnaire; the questionnaire was totally optional for every single respondent.

### **5.3 Data Collection**

Our research is based on a review of academic research paper, journal articles, survey, books and some government publication. The primary data has been collected through questionnaires. We have conducted the questionnaires in English language. The questionnaire consisted of three parts;

demographic, training questionnaire, and employee selection for training. The demographic questions were close ended questions; choices were given to the respondents. The respondents were asked about their age, gender, education, marital status, job experiences and task or position in the first part (demographic). Second part is the training questionnaire consisted of 12 closed-ended items to evaluate (Training and employee performance) using 5 point Likert scales from (strongly agree to strongly disagree) the 12 items have been developed by (Nassazi, 2013) and the third part is to collect information about the selection of the employees to take the training program and the frequencies of taking the training program.

#### 5.4 Limitation of the Study

Our research and results can possibly generalized in telecommunication sector, more specifically in private telecommunication companies in Kurdistan region but it cannot be generalized in all other telecommunication sector, because we have taken one company of Telecommunication as a case for our research. Likewise, another limitation of the study is, there is not much information and published articles about training and employee performance in telecommunication sector specifically conducted in this region.

### 6. Results and Discussions

For the research, 100 questionnaires have been distributed among the employees in the company and we have received 93 of them. The following tables are taken by analyzing the data in SPSS Version 20 through using descriptive and frequencies analyses and reliability test.

Table 1 – Demographic analysis

Item	Measures	Frequency	Percentage
Age	18-25	26	26.0
	26-35	52	52.0
	36-45	14	14.0
	46-55	6	6.0
	56-59	2	2.0
Gender	Male	44	44.0
	Female	56	56.0
Education	High school graduate	8	8.0
	Bachelor degree	71	71.0
	Master degree	20	20.0
	PHD	1	1.0
Marital status	Single	38	38.0
	Married	62	62.0
Job experience	1-10 (Years)	62	62.0
	11-20 (Years)	33	33.0
	21-30 (Years)	4	4.0
	31-40 (Years)	1	1.0

Task or position	secretary	4	4.0
	employee	51	51.0
	manager	23	23.0
	call center employee	2	2.0
	other	20	20.0

Table 2– Questionnaire Data Analysis

Items	Mean	SD
1. The methods used during the training had increased my skills.	3.96	0.82
2. The method of the training program was very good.	3.73	0.809
3. The training program was relevant to my work.	3.97	0.786
4. The training has helped me to improve my job performance.	3.84	0.876
5. I would be able to have the same output without the training programs.	2.11	0.883
6. The training program has helped me to have an orientation about my work.	3.73	0.968
7. What I learnt during the training program enabled me to solve the minor obstacles I face at work.	3.52	0.904
8. The training program is aligned with the goals of the company.	3.82	0.846
9. The training program helped me to adapt to my job and working environment easily.	3.65	0.855
10. The training program helped me to become more productive and efficient.	3.55	0.879
11. The training enabled me to identify my strengths and weaknesses at work.	3.68	0.874
12. I require further training programs related to my work.	4.26	0.846

Table 2 – the item mean’s shows a good feedback concerning the success of the program and perception of the employees expressing their improvement in performance, skills, outcomes, problem solving skill, productivity and efficiency, and their ability for identification of their weakness and strengths. In addition, the training program in employee’s perception has helped them to have an orientation about

their work and what they have learnt at the program was relevant to their operational duties. Item 1, 2, 4, and 12 indicating a good success the company had for offering the training program to increase employee's performance.

Table 3 – Selection of Employees for the Training Program

Items	Measures	Frequency	Percentage
How were you selected for training?	On joining the company	22	22.0
	Supervisors recommendation	40	40.0
	Compulsory for all employees	15	15.0
	Up on employee request	13	13.0
	don't know.	3	3.0
How often do you undergo training?	Quarterly	15	15.0
	Every six months	22	22.0
	Once a year	44	44.0
	Once in our career	12	12.0

Table 3, indicates that majority of respondents have taken the training course based on the supervisor's recommendation, but 22 of the respondents have taken the training course as a prerequisite term to join the company.

Table 4 – Reliability Test

Cronbach's Alpha	N of Items
.757	12

The Cronbach's Alpha of the questionnaire is .757 with 12 item, which is greater than .6 indicate that the questionnaire is reliable for this study.

## 7. Conclusion

The purpose of the research is to analyze the perception of respondents on training offered by the company and employee performance in the telecommunication sector in Erbil city, Kurdistan region. Thus, we have taken a case of a telecommunication company in Erbil to study and apply our research questions. The study aimed to assess the training program offered by the company and the employee performance and skills. Overall, based on the perception of the employees, the findings indicated the success of the training program to improve the employee's abilities to solve work obstacles, productivity, efficiency and specifically their "performance". The results showed that respondents agree with the relevance of the training program with their tasks and duties.

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References should follow the APA Style 6<sup>th</sup> Edition

The following are examples of a journal article, a book, and a book chapter

**Journals**

**One Author**

Williams, J. H. (2008). Employee engagement: Improving participation in safety. *Professional Safety*, 53(12), 40-45.

**Two to Seven Authors [List all authors]**

Keller, T. E., Cusick, G. R., & Courtney, M. E. (2007). Approaching the transition to adulthood: Distinctive profiles of adolescents aging out of the child welfare system. *Social Services Review*, 81, 453-484.

**Books**

**One Author**

Alexie, S. (1992). *The business of fancydancing: Stories and poems*. Brooklyn, NY: Hang Loose Press.

**Chapter in a Book**

Booth-LaForce, C., & Kerns, K. A. (2009). Child-parent attachment relationships, peer relationships, and peer-group functioning. In K. H. Rubin, W. M. Bukowski, & B. Laursen (Eds.), *Handbook of peer interactions, relationships, and groups* (pp. 490-507). New York, NY: Guilford Press.

## 5) Reference Citations in Text

### *Indirect Quotation with Parenthetical Citation*

Libraries historically highly value intellectual freedom and patron confidentiality (LaRue, 2007).

### *Indirect Quotation with Author as Part of the Narrative*

LaRue (2007) identified intellectual freedom and patron confidentiality as two key values held historically by libraries.

### *Direct Quotation with Parenthetical Citation*

Darwin used the metaphor of the tree of life "to express the other form of interconnectedness—genealogical rather than ecological" (Gould & Brown, 1991, p. 14).

### *Direct Quotation with Author as Part of the Narrative*

Gould and Brown (1991) explained that Darwin used the metaphor of the tree of life "to express the other form of interconnectedness—genealogical rather than ecological" (p. 14).