

Relationship of Training and Development with Employees Performance: A Gender Based Analysis of Manufacturing Sector

Sohail Maqbool¹, Ghulam Abbas², Khalid Saleem³

¹MS Scholar, Institute of Business and Management, University of Engineering & Technology, Lahore

²Chairman, City and Regional Planning Department, University of Engineering & Technology, Lahore

³Director, University of Education Lahore, Okara Campus

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ABSTRACT

This study seeks to explore relationship between training and development of employees and performance in the manufacturing sector. A total of 150 employees working on different positions in HR departments of 15 randomly selected firms from manufacturing organizations responded to self-reporting questionnaire that measured Training and Development and subjective measure of Organizational Performance. The questionnaires were distributed through HRM department of the organizations. Respondents were asked to rate their responses on a five point Likert scale. The data was analyzed by comparing means, multiple regression, and correlation. Regression analysis indicated a positive and statistically significant association of Training and Development with Organizational Performance. This study provides insight for management to use Training and Development as strategic tool for improving performance and adds to the existing hoard of empirical knowledge regarding Pakistani context.

KEY WORDS: training and development, performance, gender, manufacturing sector

INTRODUCTION

The role of employees in the improvement of the organizational image is vital. Therefore, to sustain economic growth and effective performance, it is important to optimize the contribution of employees to the aims and goals of the organizations. The importance of training as a central role of management has long been recognized by leading writers. It is observed that (15) training not only encouragements the position of the employees but also helps in boosting up the image of the organization. Similarly, Training can play a major role in the formulation of reliable and progressive learning atmosphere. It can also make the employees able enough to face the upcoming challenges (20).

As far as the nature of training and development is concerned (1), describe that is the use of planned and organized instructional activities for promoting learning outcomes. It includes the use of formal process to convey knowledge and help people acquire the skills needed for them to perform well and enable make best use of their natural abilities along with enhancing their performance so that they perform their jobs satisfactorily. The objectives of training and development as concluded by Armstrong are to develop the skills and competencies & abilities of employees to improve their performance to help people grow within the organization to fulfill its future human resource needs ensuring that they become fully competent.

In the same way training helps in imparting skill, boldness and aptitudes among the employees of an organization. For handling the functions and basics of newly installed technical equipment, training program assists in making association of employees with more advance technology and achieving vigorous capabilities and skills(13). Likewise, along with the ability of mental and physical development of employees healthy training not only prepares them to fit properly in the organization but also enhances the performance of the organization. Another advantage of the training is that it helps the old age employees to push up their performance and simultaneously it adds effective attributes to the working abilities of young workers (16). Training aims to remove the weak and adverse features in organizational results and inclines towards the development of old style practices which are adding very slight in impending to the defined targets (12).

Another effect of training is the modification of job related attitudes. With the help of effective and consistent training employees can be inspired to work with more enthusiasm and accuracy. Garavan et al. (8) found that employee attitudes and behaviors can be changed with the help of training process which is a more job oriented that inspire them to increase their knowledge and understanding of the job according to the vigorous corporate environment.

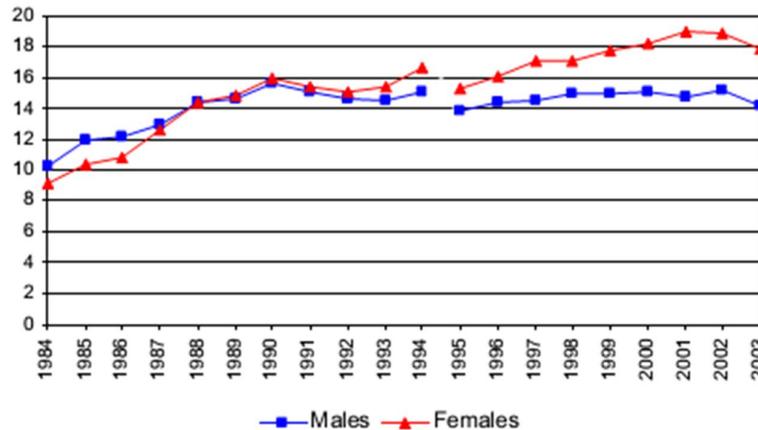
There exists research based evidence to show that the strategic use of training and development has positive and significant effect on organization performance across different organization settings. For example a significant and positive effect of Training and Development on organization performance has been reported by (4) in a study of 62 manufacturing companies. Moreover, organization seeking competitive advantage must rely on internal management process and training and development. Barney's (3) resource based theory of the firm provides reveals that the strategic use of training and development may build unique competencies as a source of organization competitive advantage.

Training and development has a great role in making human resources valuable, rare, difficult to duplicate which ultimately leads the organization to continuous competitive advantage (2). A research study (14) revealed that opportunity for training and development and continuous learning have been provided by many companies in return for high performance and productivity during an employee's stay.

In a cross cultural study of managerial attitudes (10) observed that training and development has been perceived as the important strategic human resource practice by the managers. Training and development is seen as a critical and effective tool to ensure quality, standards of products and services.

As far as gender differences in the effect of training n concerned different studies had yielded different results. A longitudinal study conducted by Jones, Paul & Peter (11) reflected that since the late 1990s the direction of the effectiveness of training has shifted from male side to the female side in Canada and United Kingdom. The same is shown in the graph given below.

Figure 1: A gender based comparison of the effect of training on performance



Source: Jones, M. K., Paul L. L. & Peter J. S. (2004).

Furthermore, in a study (17) pointed that the performance of workers has boasted since last few years. There might be several factors behind this up rise of performance, but the most significant was the effective and consistent training after consecutive intervals. Another study conducted by (16) made it clear that training do have effects upon the employees job related aspects including their wages, commitment and finally the outcome of the organization. The same study also found that the effect of training and development process may differ in different organizations and different gender.

Purpose of the Study and Research Questions

Training and development of employees is one of the important factors among HR practices. Such practices intend to improve the employees' performance especially in the manufacturing sectors. The present study was designed to investigate the relationship between manufacturing sector employees' Training and Development and the Organizational performance. Following research questions were investigated;

1. Is there any significant relationship between training and development of employees and their performance?
2. Is there any significant relationship between training and development of employees of different gender and their performance?
3. Is there any significant relationship between training and development of employees of different age groups and their performance?
4. Is there any significant relationship between training and development of employees from different manufacturing sectors and their performance?

METHODOLOGY

The present study is of quantitative nature which was carried out through a survey. Survey was used because it is considered as the best source for generating primary data (21). Survey is technique of data collection in which data is collection from a selected sample through questionnaire or interview (5). Therefore, a questionnaire was designed to gather primary data about training and development opportunities being provided to manufacturing sector employees. For the evaluation of the organizational performance organizational outcomes (e.g. output measures such as productivity, quality, efficiency) were studied because it is one the several ways of evaluating organizational performance (7). For the purpose of data collection 15 manufacturing organizations, including pharmaceutical and textile sector, were randomly selected from different demographic regions of Pakistan. From each of the selected

organization 10 employees were again randomly selected. Hence the total sample size was 150 manufacturing workers. A questionnaire was used as a tool for the data collection. It comprised of 15 items. It was validated through expert opinion and tried out on a limited scale (five firms with 47 employees). The value of the Coefficient of Reliability was observed as 0.891.

RESULTS

Table 1: Relationship between training and organizational performance

	Mean	S.D.	N	r	Sig.
Performance	4.18	.513	150	.637	.000
Training and Development	4.05	.529	150		

Significant at .01

The above table reflects a significant ($P= 0.000 < 0.05$) and positive correlation ($r= 0.637$) prevails between training and organization performance.

Table 2: Relationship between training and organizational performance w.r.t gender

		Mean	S.D.	N	r	Sig.
Male	Performance	4.08	.503	103	.638	.000
	Training and Development	4.14	.629			
Female	Performance	4.36	.423	47	.575	.011
	Training and Development	4.13	.579			

Significant at .05

Table 2 indicates that there exist significant ($p= 0.000 < 0.05$) and positive correlation ($r= 0.638$) between training and organizational performance in male employees. The relationship is relatively stronger, whereas there exist significant ($p= 0.011 < 0.05$) and positive correlation ($r= 0.575$) between training and organizational performance in female employees. The Mean Score analysis reflects that training and development has relatively more effect upon the performance of female workers.

Table 3: Relationship between training and organizational performance w.r.t age

		Mean	S.D.	N	r	Sig.
21-35 years	Performance	4.18	.513	88	.579	.000
	Training and Development	4.05	.529			
36-50 years	Performance	4.18	.513	62	.648	.000
	Training and Development	4.05	.529			

Significant at .01

Table 3 reflects that there exist significant ($p= 0.000 < 0.05$) and positive correlation ($r= 0.579$) between training and organizational performance among employees having age of 21 to 35 years, whereas there exist significant ($p= 0.000 < 0.05$) and positive correlation ($r= 0.648$) between training and organizational performance among employees having age 36 to 50 years.

Table 4: Relationship between training and organizational performance w.r.t gender and age

Gender	Age		Mean	S.D.	N	r	Sig.
Male	21-35 years	Performance	3.83	.55	63	.568	.000*
		Training and Development	3.93	.44			
	36-50 years	Performance	4.20	.31	40	.608	.000*
		Training and Development	4.39	.41			
Female	21-35 years	Performance	4.20	.39	25	.735	.001*
		Training and Development	4.30	.64			
	36-50 years	Performance	4.47	.29	22	.616	.003*
		Training and Development	4.40	.54			

Significant at .01

Table 4 above reflects that a significant relationship between training and development and performance exists for manufacturing sector male employees from age group of 21-35 years ($p= 0.000 < 0.01$) and 36-50 years ($p= 0.000 < 0.01$). Similar significant relationship was observed for both the age groups of manufacturing sector employees i.e. for age group of 21-35 ($p= 0.001 < 0.01$) and for age group of 36-50 ($p= 0.003 < 0.01$). Moreover, it was also found that for both the age groups female employees' performance was relatively better after the training process.

Table 5: Relationship between training and organizational performance w.r.t manufacturing sector

Manufacturing Sector		Mean	S.D.	N	r	Sig.
Pharmaceutical Industry	Performance	4.23	.573	68	.519	.001
	Training and Development	4.14	.819			
Textile Industry	Performance	4.49	.512	82	.601	.014
	Training and Development	4.36	.434			

Significant at .05

Table 5 represents that performance is significantly and positively correlated with the training and development of employees working in the manufacturing sectors of pharmaceutical ($p= 0.003 < 0.01$) and textile ($p= 0.014 < 0.05$) respectively. However, the correlation between the said factors was relatively stronger for the textile sector ($r = .601$).

CONCLUSIONS AND DISCUSSION

The study at hand revealed that the training and development of manufacturing sector employees is significantly related to their performance. The results of the present study are in line with the research findings of (15) that training not only inspires the employees but also enhance the image of the organization. Moreover, the present study is also supported by Houger (9) research outcomes stating that trained employees work more efficiently as compared to the untrained workers. In the same way Robert (2006) observed that employees cannot deliver as per the requirements of the organization if they not properly trained. Cooper et al. also observed a positive relationship between employees' job involvement and their training.

On the other hand gender differences cause variation in the effect of training. Females perform better after training as compared to the male workers of the enterprise sector (19). The present study also reflects similar results, although in the workers of manufacturing sector. It is found that significant relationship exists between training and performance of both the male and female workers. But, the performance of female workers after training is relatively better than those of their male counter parts. Similar results were found by Jones, Paul & Peter (11) while comparing the performance of male and female workers after 4 weeks of training. They observed that female had been found more efficient after training since last two decades. Moreover, Training of grown up employees yields more positive results as compared to the training of newly inducted workers. This result of the study supports the findings of Newton(16)that training helps the old age employees to push up their performance. Moreover, the training and development yields similar effects on the performance of employees working in different sectors of manufacturing as the present study reveals.

Finally, the study at hand depicts that with the growing age the effect of training becomes more distinctive between male and female employees. OCED (17) also observed that the effect of training differs between genders as well as among different age groups. More frequent training is needed with the rise of age and shift of jobs.

It may be noted that the present study was conducted on a limited scale and only the textile and pharmaceutical manufacturing sector employees were taken as the research participants. Therefore, the results of the study may differ, totally or partially, if it is conducted on a large scale with participants from any other sector.

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