



INTERNATIONAL JOURNAL OF CREATIVE RESEARCH THOUGHTS (IJCRT)

An International Open Access, Peer-reviewed, Refereed Journal

The Impact Of Training And Development On Employee Job Performance: A Case Study Of Manufacturing Companies In Mandalay, Myanmar

Htun W.T¹, Amiya Bhaumik²

¹Ph.D. in Management, ²Professor

^{1,2}Lincoln University College, Malaysia.

Abstract: The current study analyzes the impact of training and development on employee performance among the manufacturing sector employees working in different departments in Mandalay, Myanmar. Training and development are independent variables, and employee performance is the dependent variable. The quantitative research method is used to answer the research aim. The data are collected among the manufacturing sectors' employees with self-reported questionnaires. The respondents data are analyzed using SPSS (version 25). A total of 116 employees participated in the current study. The results of a recent study show that the employees in manufacturing sectors have a positive perception of provided training and development programs. Then, the training and development programs have a significant positive impact on employee performance.

Index Terms – Training and development, employee performance, manufacturing sectors, Mandalay, Myanmar.

I. INTRODUCTION

A significant factor in organizational development is the management of human resources, and effective HRM strategies [1]. The human resource is a key factor in organizational performance and a company's most valuable asset [2]. Since it not only directly affects employee performance but also directly affects organizational efficiency. The training and development function is a crucial part of HRM practices. Training is the systematic application of structured systems to transfer knowledge and skills needed to do their professions efficiently [3]. The term "development" refers to accomplishments of new capacities, skills, knowledge, and experiences. Training and development programs include both soft and hard skills transfer to improve employee performance. Employee's performance is the behavior in carrying out the tasks allocated to them by their supervisors to achieve their goals and objectives [4]. The performance of the staff has to be in line with the company's aims and objectives. In Myanmar, a developing nation, firms are quite weak to adopt HRM techniques, despite some begin to do to improve employee performance and promote a more sustainable corporate environment. Organizations concentrate on investing in the development of their human resources to compete with business corporations' internationalization and globalization. The efficiency of training and development among the manufacturing workers in Myanmar will be examined by the researcher. The purpose of this study is to examine how training and development affect workers' performance. The current study will close the knowledge gap by analyzing how training and development affect performance among employees. The current study aims to analyze the impact of training and development on employee performance with two main objectives (1) to analyze the perception of employees on training and development programs, and (2) to describe the impact of training and development on employee performance.

II. LITERATURE REVIEW

Training and development are the crucial components of the human resource management function. Development is primarily concerned with expanding a person's skill set to prepare for future responsibilities, whereas training is an effort made by an organization to facilitate learning [5]. Prior study has acknowledged the importance of training as a key component of management [6]. Some businesses believe that successful businesses are driven by their training and development initiatives. Employees can enhance their skills and learn new things through training. The majority of staff lacked experience in organizational growth and training [8]. In general, the company's training greatly improves the efforts of the employees at work. Training has a favorable impact on employees' performance. Training and development aid in enhancing the human resource's work-related skills [9]. Training and development become a more logical and organized way to improve employees' skills, abilities, and traits so they can perform their duties on the job more effectively. The organization's performance standards are used to gauge an employee's performance [10]. The performance of the staff members has to be in line with the company's aims and objectives. The key performance indicators for a successful business are worker quality, attendance, productivity, efficiency, and effectiveness. To increase the competences and productivity of present employees, firms make investments in training and career development programs.

III. RESEARCH METHODOLOGY

Research Method

The researcher seeks the relationship between performance and training and development. The quantitative research method and deductive approach are applied. To address the research questions using the analysis of numerical data and graphical

representations, the quantitative research is helpful [11]. Additionally, utilizing statistical data analysis techniques is the advantage of quantitative research method to demonstrate the relationship between the testing variables. The survey strategy was chosen. Survey research is the process of gathering information from a specific sample using questionnaires and structured interviews for self-reports. For both descriptive and explanatory investigations in business and management tasks, the survey technique is helpful.

Targeted Population, Sample size and Sampling

The targeted population of current study are the staff who are currently working at manufacturing factories at the time of study, aged between 18 years to 59 years, and willing to participate in research. The targeted staff are working at different functional departments. The sample size means the representative amount of population selected from the targeted population frame to collect primary data for research's purposes. The researcher targets the 150 employees to participate in current study. The convenience sampling method is used. Convenience sampling is appropriate to select sample who are conveniently available [12].

Research Instrument and Data collection procedure

After choosing the sample size, one of the crucial procedures for the researchers is collecting the data using the research tool [13]. The questionnaire consists of a number of questions that can be answered either directly or indirectly by respondents. However, in order to gather useful, accurate, and legitimate data from the subjects the researcher must properly arrange the question types. The researcher was able to establish the specific plan for the questionnaire design with the aid of a cross-mapping table and previous literature sources. The questions for the self-completed questionnaire are built according to research objectives. The goals are to (1) investigate how employees perceive the organizational provided training and development programs, and (2) critically examine how training and development affects employees' performance. There are 11 questions for training and development, and 6 questions for employee performance. Before collecting data, the researcher tested the reliability and validity of research instrument. Then, attached the informed cover letter with questionnaire to get informed consent from respondents. The questionnaire is distributed using the online platform to overcome the health-related issues (COVID-19 situation). The collected data are transferred into statistical software for data analysis.

IV. DATA ANALYSIS AND FINDINGS

A total of 116 employees participated in current study. The response rate is 77%. The responded data are analyzed through statistical software (SPSS version 25). The descriptive and inferential tests are applied. The independent variables are training and development while the employee performance is dependent variable. The personal data are calculated through frequency and percentage. The majority of respondents are female (88%) while the remaining are male (28%). Nearly half of respondents (48%) aged between 26 to 35 years whereas 43% aged between 36 to 45 years. 62% of participants are single and 54% are married workers.

Table (1): personal data

Item	Frequency	Percent
Gender	Male	28
	Female	88
Age	18 – 25 years	6
	26 - 35 years	48
	36 - 45 years	43
	46 - 55 years	16
	56 years and above	3
Marital Status	Single	62
	Married	54

Employee's perception on training and development programs

The descriptive statistics (mean and standard deviation) are used to analyze the employee's perception on company's provided training and development programs. The highest mean score prefers the highest perception. The answers in table (2) show that the employees at manufacturing sectors agreed on the professional and experienced trainers of training programs (mean = 4.00). The targeted organizations provide the qualified trainers. The employees perceive relevant and effective trainings and then, the trainings can improve their understanding on company's business objectives (mean = 3.93 in each). Moreover, the participants answered that they have awareness on training programs, and provided on-job and off-job trainings are well-prepared and systematic (mean = 3.91). The results also describe that the employees at manufacturing sectors have awareness and positive perception on the organizational provided training and development programs, and satisfied and motivated by the provided trainings. The employees perceive training as the skills development programs and also workplace motivator and satisfaction factor.

Table (2): employee's perception on training and development programs

Items	Mean	Std. Deviation
-------	------	----------------

Awareness of trainings	3.91	0.75
Well-prepared and systematic trainings	3.91	0.73
Relevant and effective trainings for daily work life.	3.93	0.61
Understand the company's goals and objectives after trainings.	3.93	0.77
On-the-job and off-the-job trainings.	3.91	0.80
Internal and external trainings.	3.86	0.86
Professional and experienced trainers.	4.00	0.85
At least 40 hours of training per year.	3.31	0.99
Assigned the employee's needed training programs.	3.52	0.82
Chances to select type of training programs.	3.38	0.95
Satisfied and motivated by the provided trainings.	3.81	0.73

Employee Performance

According to table (3) shown below, the respondents agree on the positive impact of training and development programs on their performance. They show that the organizational performance depends on the employee capabilities and abilities (mean = 4.19). The employees also state that training and development programs can enhance their technical skills to perform assigned jobs and high level of organizational competencies (mean = 4.09). Training and development programs can increase organizational performance through promoting employee's skills, knowledge and performance. In addition, training and development programs can decrease the operational errors, extra costs.

Table (3): employee performance

Impact of training and development programs on employee performance

Pearson correlation test is applied to describe the impact of training and development on employee performance. The Pearson correlation analysis reports the direction and strength of correlation between testing variables. Training and development programs are independent variables while the employee performance is dependent variable. According to table (4) reports, the

Items	Mean	Std. Deviation
Training and development promote the technique of performing a job	4.09	0.57
High level of competencies gives better performance.	4.09	0.65
Organizational performance and productivity increase due to individual ability.	4.19	0.63
Performance and productivity depend on training and development.	3.75	0.74
Training and development increase the employee's and organization's performance.	3.95	0.71
Training and development reduce the consumption of time and cost and increase performance.	3.81	0.90

training and development and employee performance are positively correlated (Pearson correlation value = 0.629). The finding shows the positive moderate correlation between training and development and employee performance. The employee performance can enhance through effective training and development programs. The correlation between variables is significant (p-value < 0.05).

Table (4): impact of training and development on employee performance

Correlations			
		Training and Development	Performance
Training and Development	Pearson Correlation	1	.629**
	Sig. (2-tailed)		.000
Performance	Pearson Correlation	.629**	1
	Sig. (2-tailed)	.000	

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

V. DISCUSSION AND CONCLUSION

The findings of current study show the positive impact of training and development programs on employee performance. The employees at manufacturing sectors in Mandalay, Myanmar reposed the positive perception on provided training and development programs, and also agreed on the influence of training and development on their workplace performance. The

findings of previous studies (Saleem et al., 2011; Mekdes, 2015). The researchers described the important aspect of training and development programs as the strategy of HR management. When the organizations provide effective training and development programs, employees' capabilities and abilities will be improved. Thus, training and development are the critical components of HR management. The organizational development and competitive edges are highly depended on employee's individual skills and performance. The well-trained and qualified workers perform assigned tasks better than untrained workers. Therefore, the organizations need to aware the major role of training and development as the important strategy of HR management, and the HR managers and supervisor need to evaluate employee's needed skills and abilities to perform business tasks. As other studies, the current study also has some limitation such as sample size and research methods. Thus, future studies should apply different research method to predict the impact of training and development on employee performance using a large number of sample size.

ACKNOWLEDGMENT

I would like to express my great acknowledgement to all of my research respondents and the managers from conduct organizations. Without their helps and supports, this study could not be done. My graduates also go to my Research supervisor and co-supervisor who guide and support me to accomplish all of my Ph.D. pathway.

REFERENCES

- [1] Varkkey, Biju, and Gary Dessler. "Human Resource Management 15th Edition (Revision)." (2018).
- [2] Kirwan, Cyril. *Making sense of organizational learning: Putting theory into practice*. Routledge, 2016.
- [3] Armstrong, Michael, and Stephen Taylor. *Armstrong's handbook of human resource management practice*. Kogan Page Publishers, 2020.
- [4] Green, Shane. *Culture hacker: reprogramming your employee experience to improve customer service, retention, and performance*. John Wiley & Sons, 2017. [5] George, S. A. & Scott, B. W. 2012, *Managing Human Resource*, 16th Edition.
- [6] Engetou, E. "The impact of training and development on organizational performance. case study: national financial credit bank Kumba." *unpublished thesis submitted to Centria University Of Applied Sciences Business Management* (2017).
- [7] Khin, Ei Thandar. "THE EFFECT OF TRAINING AND DEVELOPMENT PRACTICES ON EMPLOYEE PERFORMAMCE OF THE CENTRAL BANK OF MYANMAR." PhD diss., MERAL Portal, 2019. [8] Jones, Oswald, and Allan Macpherson. "Inter-organizational learning and strategic renewal in SMEs: extending the 4I framework." *Long Range Planning* 39, no. 2 (2006): 155-175.
- [9] Saleem, Qasim, Mehwish Shahid, and Akram Naseem. "Degree of influence of training and development on employee's behavior." *International Journal of Computing and Business Research* 2, no. 3 (2011): 2229-6166.
- [10] Alemayehu, Blen. "THE EFFECT OF TRAINING PRACTICE ON EMPLOYEES JOB PERFORMANCE IN ADDIS ABABA CITY GOVERNMENT PLAN AND DEVELOPMENT COMMISSION." PhD diss., ST. MARY'S UNIVERSITY, 2021.
- [11] Saunders, Mark, Philip Lewis, and Adrian Thornhill. *Research methods for business students*. Pearson education, 2009.
- [12] Panacek, Edward A., and Cheryl Bagley Thompson. "Sampling methods: Selecting your subjects." *Air Medical Journal* 26, no. 2 (2007): 75-78.
- [13] McLeod, Saul. "Questionnaire: Definition, examples, design and types." Retrieved online from <https://www.simplypsychology.org/questionnaires.html> (2018).