



The Role of Trainings in the Development and Enhancement of Work Performance in the Public and Private Sector

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Abstract

Training is an active learning method that refers to the acquisition and improvement of knowledge, abilities, skills and vocal or practical wants, as well as knowledge related to specific areas of professional activity. The aim of training is to enhance the abilities and performance of an individual or a specific group. The development and training of employees is the strategic investment of time, energy, and resources in improving the company's personnel. Some of most important advantages of trainings are: Improved Employee Performance; Self-Confidence; Self-Esteem; Self-Image; Increased Team Morale; Development of Employee Skills; Consistency; Enhanced the Reputation and Company Profile; The essence of any training relies in the transformation of three key components of an employee's qualifications: knowledge, skills, and attitudes. Through training, companies "earn" change in these three parameters. Training serves as a mechanism for improving the efficiency of the enterprise by developing the competencies of its personnel. The goal of any training is to develop specific skills, assess opportunities, and aid in achieving desired results. In this article, we will explore and analyse, among other things, practical cases demonstrating how employee training impacts job performance and final company outcomes.

Keywords: training, personal development, job market, institution, strategy, skills, knowledge

1. Introduction to the Training Sector

Training programs and employee's development are essential for the success of businesses worldwide. These programs not only provide staff's opportunity to improve their skills but also enable employers to increase employee productivity while simultaneously enhancing the company's culture. Companies can also reduce employee turnover, and a recent 2020 American Labour Institute study shows just how important this can be to a company's bottom line. Voluntary employee turnover, according to the report, costs American businesses more than \$630 billion annually¹.

It's no wonder that employees who have regular opportunities to learn, develop and advance are more likely to stay with a company. Bob Nelson, author of "1001 Ways to Engage Employees," reports that learning and development are among the key factors in employee engagement². Employee development is an ongoing effort to enhance job performance through approaches such as training, training sessions, and leadership mentoring.

Training is a specific event that not only teaches new information or skills, often offered to new or recently promoted employees, but also serves as a refresher and motivates the existing staff. Therefore, **everyone needs to be**

1 2020 USA Job Institute Report

2 Bob Nelson, 1001 Ways to Engage Employees

trained, starting from CEO-s to the bottom-level employees in a company. Every department manager identifies the training needs for themselves and their team, and the Human Resources department coordinates the trainings.

The importance of training goes beyond controlling a task to be done for your employees. A comprehensive training program of a high level provides employees with greater knowledge about the processes, procedures and goals of your organization. It also enables them with the knowledge and skills needed to be effective in their roles. Providing employees with relevant and ongoing trainings is one of the best ways to increase productivity and performance. According to IBM³, 84% of employees in high-performing organizations receive the trainings they needed, compared to only 16% of employees in low-performing organizations. On the other hand, according to Gallup, organizations that makes strategic investments in employee training and development report a 11% higher profit⁴.

2. Objectives and Reasons for Investing in Training

To grow the company, you need to develop the people within it. Some organizations seek training assistance only during periods of employee turnover or when they have a significant business change in Organization. High-performing companies, on the other hand, understand the importance of offering sustainable and ongoing training. Some of the common objectives of training include:

- **Convey essential knowledge:** Training is one of the most effective ways to equip employees with the necessary knowledge to be successful. This includes company and role specific training.

- **Ensure and improve skills:** Skill development is an important aspect of any training program, as new employees need to learn personal and professional technical skills. Moreover, experienced employees require ongoing training to improve - and maintain - their high-level skills over time. LinkedIn⁵ revealed that the top skills cited by professionals are:

1. Resilience and adaptability
2. Technological proficiency and digital fluency
3. Communication
4. Emotional intelligence
5. Collaboration

- **Familiarity with general industry standards:** If your organization is part of a highly regulated industry such as financial services, asset management, or healthcare, your employees must complete mandatory compliance training. This ensures that employees understand the laws, policies, and regulations they need to adhere to.

- **Digital transformation:** Digital transformation has brought significant changes to almost every industry. It is important to provide technological training for employees so that they understand how new tools operate and how they can enhance their work. This can unlock higher levels of efficiency, skill, and value for your organization.

- **Keeping teams updated with organizational changes and updates:** Organizations grow and evolve over time, and employees need to learn how to continue working with these changes. Ongoing training ensures that everyone is aware of the products, services, best practices, and more.

The benefits of training are numerous, and their variety is extensive. Each organization needs to assess the specific field that requires training, along with the goals and objectives of that training. Today, common types of training practices include:

On boarding: The “on boarding” process is the training cycle that a new employee goes through to familiarize themselves with their new job and company. The main goal of “on boarding” is to introduce new employees to the organization and provide them with the essential knowledge they need for their role.

Cross-training: Cross-training enables an employee to work in various roles or perform a task that may involve multiple job responsibilities within their scope. This training method is beneficial for their career development as it expands the range of skills and knowledge of an employee.

Reskilling: Recent data⁶ suggests we have moved from major resignation to major reorganization as more than

3 IBM, *The Value of Training*, 2014.

<https://www.ibm.com/training/pdfs/IBMTraining-TheValueofTraining.pdf>

4 SHANNON MULLEN O'KEEFE, *What Companies Are Getting Wrong About Employee Development*, May 2020

<https://www.gallup.com/workplace/311099/companies-getting-wrong-employee-development.aspx>

5 2021 *Workplace Learning Report*

<https://learning.linkedin.com/resources/workplace-learning-report-2021/download-report>

6 <https://www.forbes.com/sites/jeannemeister/2022/04/19/the-great-re-shuffle-of-talent-what-can-employers-do-to-retain-workers/?sh=293cd9cc4cf3>

two million people have changed their field of work or profession. While most of these workers transferred to a new company, others chose to stay with their current employer and move into a new department or role. This requires reskilling to ensure that they can perform a different job effectively.

Upskilling (skill enhancement): Gartner, Inc.⁷ found that **nearly 60%** of the current workforce needs new skills to perform their current job effectively. With technology rapidly changing the way most organizations operate, organizations must help their employees improve their technical knowledge and skills through upskilling.

Sales training: Sales training provides your salespeople the skills, techniques, and best practices they need to interact with buyers throughout the entire sales cycle. This is key to building relationships, improving negotiation skills, and preparing for any buyer interaction.

Customer service training: When agents are trained on service standards, products and services, and company processes, they are more likely to provide consistent and exceptional service to customers.

Motivational training: This is one of the trending training programs where the staff is entertained, trained, and given the opportunity to think “out of the box” and disconnect from the daily routine. Motivational training is essential for staff engagement, as it prompts employees to “critical thinking” about solving their own life and work problems. The solution is not given ready-made, but through smart questions, you can find solutions yourself and overcome obstacles.

3. Training Process

The training process consists of a series of steps that need to be followed systematically in order to have an effective training program. *Training is a systematic activity carried out to modify the skills, attitudes, and behaviour of an employee to perform a specific job.* The training process involves five steps:

1. **Needs Assessment:** The first step in the training process is assessing the need for employee training. The need for training can be identified through diagnosing current and future challenges and the performance gap between the employee's current performance and the standard performance. Needs assessment can be approached from two perspectives: individual and group. Individual training is designed to enhance the efficiency of an individual who is not performing up to the expected level. On the other hand, group training aims to instil new changes among employees due to a shift in the organization's strategy.
2. **Setting Training Objectives:** Once the needs are identified, training objectives are determined. The objectives can be based on the gaps observed in previous training programs and the skill sets developed by employees.
3. **Designing the Training Program:** The next step is designing the training program in line with the established objectives. Every training program involves addressing issues such as: Who are the employees that need to be trained? Who are the trainers? Which methods should be used for training? What will be the level of training? etc. Additionally, a comprehensive action plan is developed, which includes the training content, materials, learning theories, instructional design, and other training requirements.
4. **Implementing the Training Program:** Once the training program is designed, the next step is implementation. The key decision to be made is where the training will take place, within or outside the organization. Once determined, the timing of the training is scheduled along with the trainer who will conduct the training session. Trainees are continuously monitored throughout the training program to see if it is effective and if it can maintain the employee's interest.
5. **Evaluation of the Training Program:** After the completion of the training, employees are asked to provide their feedback on the training session and whether they found it beneficial or not. Through feedback, an organization can identify any weaknesses it may have and make corrections for future sessions. Evaluation of the training program is necessary because companies invest large sums in these sessions and **need to know EXACTLY** how effective it is in terms of the money invested for this training.

In addition, every company follows a series of steps to develop an effective training program that serves its intended purpose.

7 <https://www.gartner.com/en/newsroom/press-releases/2021-02-03-gartner-hr-research-finds-fifty-eight-percent-of-the-workforce-will-need-new-skill-sets-to-do-their-jobs-successfully>

4. Main Advantages

Training is the most effective tool for developing employee performance and growing the company. As mentioned earlier, when you provide employees with training opportunities for personal and professional development, you build a culture of learning that benefits the entire organization. Employees can develop a range of skills to achieve their career goals, while you benefit from increased engagement and productivity resulting from training initiatives. Businesses that create and execute a strong enterprise learning strategy will also experience other positive impacts. These benefits extend well beyond expected outcomes such as increased efficiency. In addition to retaining engaged workers, there are several other reasons why organizations should establish a robust learning and development strategy. Below, we highlight some of the major benefits that both employees and organizations gain from training and development.

While some positive attributes, such as willingness to work hard and empathy, are certainly natural assets, these days they are being eclipsed by the value of learning. **Today, knowledge can be relevant one moment and outdated the next.** Without access to learning and development to keep knowledge updated, skills, or other attributes lose their impact. Furthermore, when organizations invest time and money in professional development, they see a significant return on their investment. Companies with an effective learning strategy are twice as likely to achieve their production goals.

An important point in employee training is determining the training content focused not only on the growth and development needs of the company but also towards the career development of the employees themselves. In today's world, employees are likely to stay where they are only if they believe they are contributing to their career advancement as well. Organizations that want to retain talent need to balance their training needs with employees' expectations for professional development opportunities. Employee training impacts employee retention and helps companies attract new employees. If your organization offers excellent training opportunities, this should be an important feature in your job proposal. It is more important than ever for employers and employees to share the same values, as only in this way can they achieve common goals.

Regarding the benefits of training, we can also say that there is scientific evidence today linking learning and happiness. The effects of learning include increased self-determination and motivation. Learning also provides people with a broader worldview, offering perspective. When people work in organizations that provide them access to learning, they are more likely to be motivated and engaged. This motivation and engagement will lead to innovation, creativity, and an increased willingness to take on responsibilities. On the other hand, when knowledge is available to everyone, teams better understand each other's goals and barriers, leading to improved communication and collaboration, thereby strengthening the role of the team within the organization.

5. Conclusion and Recommendations

Trainings, as an exceptional tool for enhancing work productivity, play a crucial role in the development and ongoing success of companies.

It is important to emphasize the benefits that businesses derive from trainings:

- **The concept of "Lifetime learning"** which is prominently promoted in trainings, relates to continuous and never-ending improvement (the philosophy of Kaizen).

- **Socialization of employees.** In such programs, employees perceive themselves and their colleagues in a different dimension, a more personal dimension, understanding and recognizing each other's values and personal needs, resulting in better collaboration within groups.

- **Fulfilling the need for growth.** According to studies conducted by psychologists, one of the six basic human needs is the need for growth. This need is not only related to physical aspects but also to mental and emotional ones. Fulfilling this need brings internal happiness, and employees feel happier in their work. If employees do not learn anything new, are not promoted, or do not change job positions, their performance tends to decline.

- **Develop staff skills:** Specialized trainings help in developing employees' skills. Improving technical, managerial, communication, and leadership skills contributes to enhancing employees' qualifications and raises their professional level, ultimately leading to increased productivity.

- **Increased work productivity leads to cost reduction for the company:** Effective trainings have a positive impact on employees' productivity. By providing employees with new knowledge and skills, they can utilize these competencies to perform their work better and more efficiently. As a result, work performance improves, achievements are increased, and costs are reduced since the output is higher with the same cost.

- **Increased motivation:** Effective trainings have a positive impact on increasing employees' motivation. When employees see that the company invests in their personal and professional development, they feel more motivated and committed to their work. This leads to increased loyalty towards their work and employer.

- It affects the social aspect of the friendship of the staff with each other as well as their communication in another dimension, new and different from the daily routine.

- **Enhanced employee engagement:** Good trainings contribute to increasing employees' sense of appreciation and engagement. By investing in their development, the company demonstrates confidence in employees' potential, helping them feel more involved and connected to the organization's goals and values.

- **Retention of valuable employees:** By offering trainings and development opportunities, companies can help retain valuable employees. Employees who feel that they are growing and have opportunities for advancement within the organization are more likely to stay and engage in the long term.

- **Enhancement of company image:** Companies that invest in good trainings demonstrate a commitment to employee development and care for their team. This contributes to a positive company image in the market and can impact attracting new talent and creating a good reputation in their industry.

- **Elevating the industry level and fostering a business culture:** Investing in trainings can contribute to raising the standards and developing the business culture within the industry, which serves as a form of marketing and attracts attention.

- **From a financial perspective,** the role of trainings holds indisputable value. According to a study by IBM, the cost that companies paid solely as a result of "Staff Turnover," meaning employees leaving their jobs, amounted to around \$630 million in 2020.

5.1 Recommendations

Find good coaches who not only know how to convey the message or the development, but who are charismatic, fun people, so that the teams don't get tired, bored or annoyed. Breaking the mind-set that training is boring is a big challenge for trainers today, where an important mind-set that needs to be challenged is that training is an entertainment industry and not a learning industry, regardless of the purpose and focus they have.

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