

Research Article**IMPACT OF TRAINING AND DEVELOPMENT ON EMPLOYEES PERFORMANCE IN BANKS OF YEMEN: BANKS IN MUKALLA AS CASE STUDY****¹Dr. Hussein Abdulqader Aljahwari and ²Dr. Waleed Ahmed Alattas**¹University of Science and Technology, Yemen²University of Hadhramut, YemenReceived 19th September 2022; Accepted 27th October 2022; Published online 23rd November 2022

Abstract

This paper main objective was to investigate whether training and development has impact on employees' performance. This paper is quantitative in nature. Data for the paper have been collected through primary source that are from questionnaires surveys. The data have been checked through statistical software to find the impact of training and development on employees' performance. 3 banks were selected for the study. 90 questionnaires were distributed for the collection of data. Descriptive statistic tools SPSS were applied on the questionnaire to see the reliability and consistency. The goal was to see whether Training and Development has an impact on Employees Performance and Productivity. Data were analyzed and discussed. The result showed that there was significant relationship between the variables, the Pearson correlation was used in study and Cronbach Alpha for each questionnaire was obtained. Frequency distribution was used to see the individual result of the study.

Keywords: Training, Development, Employees, Performance.

INTRODUCTION

Many organizations have over the years introduced good manpower training and development strategies in order to enhance better employee performance at work and increase their productivity. However, the efforts of such strategies in most cases have always been jeopardized in most organizations, as a result of some factors that impede against the achievement of their objectives (Hussein, 2019). Training and development improve job knowledge while also helping in identifying with the goals of the organization. Training and development is defined as the planned learning experiences that teach employees how to perform current and future jobs (Hshim *et al.*, 2014). Training and development enhances employee engagement in innovation, enthusiasm to work and motivation as it allows for employee recognition within the organization (Angela, 2014). New teaching-learning and training methods are arising due to the modern-day revolutionization in the economic, labour and technological world of workforce. These changes demand to put the theory and practice behind, while prioritizing the more global, integrated, flexible and vocational training (Abeeha and Bariha, 2012). For example the introduction of e-banking system has rapidly changed work process in the banking industry, thus the need for constant up date of knowledge by the employees to meet the continuous challenges. As a result most banks in Nigeria in recent years keep retrenching and recruiting new employees (Hussein, 2019). Training is really a systematic development of the knowledge, skills and behavior required by employees to do adequately on confirmed task or job. It can take place in numerous ways, on the job or off the job; in the organization or outside organization (Khan *et al.*, 2016). In Yemen, organizations are facing a lot of problems of staff turnover and employees' ineffective performance. For this purpose organizations spend lot of capital for the improvement of employees without knowledge which skill is crucial for the

employees after completion of training process they expect they will bring change in the organization Organizations are facing problem of staff turnover, due to lack of motivation and low employees' satisfaction level. According to Iqbal, Ahmad, Haider, Batool, and Ulain (2013), job performance of employees is among the top issues faced by commercial banks and it has been considered as a challenge for organizations to influence the job performance of employees upon which the growth of the bank depends on (Alsheikh *et al.*, 2013). It is crucial for banks to take measures in ensuring the best performance of employees (Alsheikh *et al.*, 2013). The job performance is related to the system factors of the organization and factors of individuals (Williams, 2002). In other words, job performance is essentially influenced by the factors that are related to the banks and to the employees attributes.

Problem Statement

Training and development of employees is seen as a key factor in achieving organizational goals and objectives. One of the key goals of human resources management is to establish the conditions for the employees to realize their latent potential and to ensure their contribution to the organization's success. Competition intensification and the relative success of organizations, in which substantial emphasis is placed on investments in personnel development, have greatly affected the recognition of the importance of training in recent years. The banking industry recently faces problems which in turn can lead to a reduction in the number of employees, which shows that highly skilled bank employees are immediately required to meet current demands.

Purpose of the study

The main purpose of this study was to investigate the impact of training and development on Employee Performance in Banks of Yemen, Mukalla.

Research Objectives

1. To identify perceptions of the employees on how training and development proved to be beneficial to them.
2. To assist employees' competency levels as enhanced by the training and development implemented.
3. To examine how training and development contribute to the individual performance.

Scope and Limitations of the Study

The study is limited on the elements of human resource management, particularly in the area of training and development. This study was carried out in Banks at Mukalla city. There are 12 banks at Mukalla city. Twenty five percent banks were selected for data collection. It means that 3 banks were selected randomly. 90 questionnaires were distributed among these 3 banks i.e 30 questionnaires in each bank. In these 90 questionnaires 86 were returned.

LITERATURE REVIEW

Training and development

As a matter of fact training program and development is the framework for helping employees to develop their personal and professional skills, knowledge, attitude and abilities. It is planned learning experiences that teach employees how to perform current and future jobs. Training and development imparts knowledge to the employees regarding different issues in the organization and the proper execution of these programs result in a number of benefits such as increase of profitable, adaptable as well as efficient organization and productive and contented employees. Therefore, organization needs to have planned schedule to train employees to achieve the aim and stated goals through training program. The scholars agreed that training and development need is any short fall in employee performance, or potential performance which can be remedy by appropriate training. The achievement of the organization depends on through continues investment on training and development program. If the employers have training and development program, the employees become competent in their knowledge, skill and behaviors, and also assist to reconcile the gap between what should happen and what is happening or between desired targets and actual level of the work performance. Further it has positive influence on their day today activities (Gizaw, 2017). Having an understanding of the training & development importance for the organizations, a lot of research has been done in this area. This importance is in terms of the enhanced performance of the people working in the organization with increased work commitment and dedication (Imran and Tanveer, 2015). Training and development basically deals with the acquisition of understanding, know-how, techniques and practices. In fact, training and development is one of the imperatives of human resource management as it can improve performance at individual, collegial and organizational levels. As the process of 'increasing one's capacity to take action, organizations are now increasingly becoming particular with organizational learning and therefore collective development (Hashim *et al.*, 2014). Jeni *et al.*, (2021) emphasizes that training and development not only increases employees' performance but also positively affects employees' motivation and job satisfaction within the banks sector. Designed activities aimed at improving personnel expertise, awareness and expertise are

referred to as employee training (Ahmad *et al.*, 2017). Training and skill development can be defined as "the focus of organization to provide opportunities to the employees to enhance their skills and abilities to take initiative not only in identifying the problem but also resolving it by changing the work methods without losing their focus on quality" (Pfeffer, 1998). Throughout the literature skill development is determined as an area of high importance. In the same way high performance practice systems can only be developed with training and development program. This can also be useful in up skilling the employees working in the frontline duties. Khan *et al.* (2016) construed that training and development, career planning, and employee involvement are important parameters of employee performance. The impact of Training and Development practices and career development on overall employees' engagement are interrelated along with different factors of employee involvement (Pradhan and Shrestha, 2021). Training and development can increase profitability, generating more positive attitudes, profit incentive job habits, growing employment knowledge and skills at all levels of the company, enhancing the efficiency of the working place and helping workers identify business goals (Sims, 2002). Training and development are the systematic evolution of a person's intended attitude and skill pattern to carry out a given task correctly. It strengthens their skills, changes their working attitude and creates a commitment to the company. Training aims at enabling employees to develop the requisite experience and skills to work and to truly improve their abilities in the business fields. To succeed in their work the performance and skills of the trained employee should be improved (Bababjide, 2020). The achievement of the organization depends on through continues investment on training program. If the employers have training program, the employees become competent in their knowledge, skill and behaviors, and also assist to reconcile the gap between what should happen and what is happening or between desired targets and actual level of the work performance (Gizaw, 2017).

Proposed Research Framework

The current study is focused on impact of training & development on employees performance in banks in Yemen. Enhancing the organizational effectiveness among the banks sector is very important. It is indicated from literature review that organizational effectiveness relates to several outcomes. The impact of training and development on employees performance will be examined in this study. On the basis of systematic literature, the following theoretical framework are proposed:

Research Methodology

This study used quantitative approach. Questionnaires were used as the survey instrument. The Quantitative research is that which tries to find answer to a question through analysis of quantitative data.

Sample size of the study

Population means the totality of individuals from which some sample is drawn. The population of this study was consisting of 3 Banks in Mukalla city. The population was spread over the whole city of Mukalla; therefore 3 banks were selected for the research study. To achieve the objectives of the research 90 questionnaires were distributed among the employees of these

3 banks i.e. 30 questionnaires at each banks in Mukalla city. In response 86 questionnaires were returned. The response rate was 95%. The questionnaire was designed on Likert 5 Rating Scale (1=Strongly Disagree, 2= Disagree, 3=Neutral, 4= Agree and 5=Strongly Agree). To test the impact of the variables the data were analyzed through SPSS. The required information for the study was collected through questionnaire. The questionnaire used to allow the response of the respondents in a standard way, unbiased approach and objective oriented. The use of questionnaire provides the information to be presented in a numeric way. Questionnaire method also has several limitations, for example lackadaisical attitude of respondents, non-attendance and lack of cooperation.

Model Summary

Table 1.

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	.686.	.458	.374.	424587.

Descriptive:

Table 2.

Independent Variable	Mean	Std. Deviation
Employees enhancement come through Training & Development.	3.57	1.10
Training and Development brings positive attitude in employees.	3.55	1.12
With training and development job knowledge increase in employees.	3.52	1.13
Training and development teach the technique of performing a job to employees.	3.52	1.14
Training and development enhance the skills of job of employees.	3.50	1.26
Most of the employees consider training and development vital for job.	3.43	1.27
Most of the employers consider training and development waste of time and waste of money.	3.43	1.25
Most of the employers give training to their employees.	3.37	1.27
Training and development is essential for banks employees.	3.64	.801
Competency level of employees increases due to Training and development.	3.50	.787
Training and development boost up the morale of the employees.	3.49	.762
Training and development reduce the stress of the employees.	3.55	.806
Scale mean= 2.91	Alpha=	.880

RESULTS AND DISCUSSION

Table 3. Employees enhancement come through Training & Development

	Frequency	Percent
Strongly agree	33	38.4%
Agree	45	52.3%
Neutral	5	5.8%
Disagree	2	2.3%
Strongly Disagree	1	1.2%
Total	86	%100

Interpretation: Most of the responses lies in the Agree & Strongly agree criteria i.e. of the 86 respondents 33 (38.4%) strongly agree and 45 (52.3%) agree that employees enhancement come through training & development. So, from this we may conclude that the item statement is responded positively by the respondents.

Table 4. Training and Development brings positive attitude in employees

	Frequency	Percent
Strongly agree	30	34.8%
Agree	46	53.5%
Neutral	8	9.3%
Disagree	1	1.2%
Strongly Disagree	1	1.2%
Total	86	%100

Interpretation: Most of the responses lies in the Agree & Strongly agree criteria i.e. of the 86 respondents 30 (34.8%) strongly agree and 46 (53.5%) agree that training and development brings positive attitude in employees. So, from this we may conclude that the item statement is responded positively by the respondents.

Table 5. With training and development job knowledge increase in employees

	Frequency	Percent
Strongly agree	18	20.8%
Agree	52	60.5%
Neutral	12	14%
Disagree	3	3.5%
Strongly Disagree	1	1.2%
Total	86	%100

Interpretation: Most of the responses lies in the Agree & Strongly agree criteria i.e. of the 86 respondents 18 (20.8%) strongly agree and 52 (60.5%) agree that With training and development job knowledge increase in employees. So, from this we may conclude that the item statement is responded positively by the respondents.

Table 6. Training and development teach the technique of performing a job to employees

	Frequency	Percent
Strongly agree	31	36%
Agree	51	59.3%
Neutral	2	2.3%
Disagree	1	1.2%
Strongly Disagree	1	1.2%
Total	86	%100

Interpretation: Most of the responses lies in the Agree & Strongly agree criteria i.e. of the 86 respondents 31 (36%) strongly agree and 51 (59.3%) agree that training and development teach the technique of performing a job to employees.. So, from this we may conclude that the item statement is responded positively by the respondents.

Table 7. Training and development enhance the skills of job of employees

	Frequency	Percent
Strongly agree	25	29.1%
Agree	50	58.1%
Neutral	6	7%
Disagree	3	3.5%
Strongly Disagree	2	2.3%
Total	86	%100

Interpretation: Most of the responses lies in the Agree & Strongly agree criteria i.e. of the 86 respondents 25 (29.1%) strongly agree and 50 (58.1%) agree that training and development enhance the skills of job of employees. So, from this we may conclude that the item statement is responded positively by the respondents.

Table 8. Most of the employees consider training and development vital for job

	Frequency	Percent
Strongly agree	20	23.2%
Agree	43	50%
Neutral	15	17.4%
Disagree	5	5.9%
Strongly Disagree	3	3.5%
Total	86	%100

Interpretation: Most of the responses lies in the Agree & Strongly agree criteria i.e. of the 86 respondents 20 (23.2%) strongly agree and 43 (50%) agree that Most of the employees consider training and development vital for job. So, from this we may conclude that the item statement is responded positively by the respondents.

Table 9. Training and development is essential for banks employees

	Frequency	Percent
Strongly agree	27	31.4%
Agree	40	46.5%
Neutral	13	15.1%
Disagree	6	6.9%
Strongly Disagree	0	0.0%
Total	86	%100

Interpretation: Most of the responses lies in the Agree & Strongly agree criteria i.e. of the 86 respondents 27 (31.4%) strongly agree and 40 (46.5%) agree that training and development is essential for banks employees. So, from this we may conclude that the item statement is responded positively by the respondents.

Table 10. Competency level of employees increases due to Training and development

	Frequency	Percent
Strongly agree	34	39.5%
Agree	44	51.2%
Neutral	8	9.3%
Disagree	0	0.0%
Strongly Disagree	0	0.0%
Total	86	%100

Interpretation: Most of the responses lies in the Agree & Strongly agree criteria i.e. of the 86 respondents 34 (39.5%) strongly agree and 44 (51.2%) agree that competency level of employees increases due to Training and development. So, from this we may conclude that the item statement is responded positively by the respondents.

Table 11. Training and development boost up the morale of the employees

	Frequency	Percent
Strongly agree	21	24.4%
Agree	41	47.7%
Neutral	18	20.9%
Disagree	4	4.7%
Strongly Disagree	2	2.3%
Total	86	%100

Interpretation: Most of the responses lies in the Agree & Strongly agree criteria i.e. of the 86 respondents 21 (24.4%) strongly agree and 41 (47.7%) agree that training and development boost up the morale of the employees. So, from this we may conclude that the item statement is responded positively by the respondents.

Table 12. Training and development reduce the stress of the employees

	Frequency	Percent
Strongly agree	28	32.6%
Agree	39	45.4%
Neutral	15	17.4%
Disagree	2	2.3%
Strongly Disagree	2	2.3%
Total	86	%100

Interpretation: Most of the responses lies in the Agree & Strongly agree criteria i.e. of the 86 respondents 28 (32.6%) strongly agree and 39 (45.4%) agree that training and development reduce the stress of the employees. So, from this we may conclude that the item statement is responded positively by the respondents.

Table 13. Training and development enhance the performance of the employees as well as of the organization

	Frequency	Percent
Strongly agree	25	29%
Agree	44	51.2%
Neutral	10	11.6%
Disagree	4	4.7%
Strongly Disagree	3	3.5%
Total	86	%100

Interpretation: Most of the responses lies in the Agree & Strongly agree criteria i.e. of the 86 respondents 25 (29%) strongly agree and 44 (51.2%) agree that training and development enhance the performance of the employees as well as of the organization. So, from this we may conclude that the item statement is responded positively by the respondents.

Table 14. Training and development reduce consumption of time and cost and increase performance

	Frequency	Percent
Strongly agree	38	44.2%
Agree	46	53.5%
Neutral	2	2.3%
Disagree	0	0.0%
Strongly Disagree	0	0.0%
Total	86	%100

Interpretation: Most of the responses lies in the Agree & Strongly agree criteria i.e. of the 86 respondents 38 (44.2%) strongly agree and 46 (53.5%) agree that training and development reduce consumption of time and cost and increase performance. So, from this we may conclude that the item statement is responded positively by the respondents.

Table 15. Performance greatly depend on training and development

	Frequency	Percent
Strongly agree	34	39.5%
Agree	42	48.9%
Neutral	7	8.1%
Disagree	1	1.2%
Strongly Disagree	2	2.3%
Total	86	%100

Interpretation: Most of the responses lies in the Agree & Strongly agree criteria i.e. of the 86 respondents 34 (39.5%) strongly agree and 42 (48.9%) agree that Performance greatly depend on training and development. So, from this we may conclude that the item statement is responded positively by the respondents.

Hence, from all the above response rates the results show that training and development has a significant impact on performance employees also has a significant role in improving the functional skills of the employees attending training and development sessions at regular intervals and these skills then help in performing better.

Limitations:

One major limitation of this study was that it was based only on banks in Mukalla city and other banks were not included. Another limitation was that due to the time constraint only banks of Mukalla region were studied other branch of banks in the district were not included.

Conclusion

As the increase of concentration on administrative management during these years, HRM plays a more important role in managing an organization, such as the effects of HRM on innovation, 'new way of working principles' for working relations and enhancing employees' capability. Training and development is an important aspect of HRM. It is important for organization to get skilled and capable employees for better performance, and employees will be than competent when they have the knowledge and skill of doing the task. Training and development would provide opportunities to the employees to make a better career life and get better position in organization. In doing so, organizations efficiency would be increased. On the other hand, employees are the resources and assets of an organization if they are skilled and trained would perform better than those who are unskilled and untrained. Therefore, the purpose of this study was to find out the relationship between training and development and employees' performance.

Contributions and implications of the study

The findings of this study significantly contributed to the research gap of the human resource management, particularly in the area of training and development based on the scope of the study. As the first contribution of this study, the study focused on the employees of banks in Mukalla. There was no study that focused on impact of training and development on employees performance in the present scope of the study. The results provided banks in Mukalla to put emphasis on impact of training and development on employees performance to gain job satisfaction and employee performance improvement. Second contribution of the study is that the proposed model of the study was the actual requirement for banks in Mukalla. The strong competition among banks forces banks to find the best way to create and upgrade employee job satisfaction and better performance. The results of the study provided the banks to focus more on training and development for improving employee performance. The results can help the managers, human resource development professionals and practitioners of banks and other service organizations to understand the importance of training and development and the improvement of individual performance through job satisfaction of employees. Business executives, managers, human resource practitioners and training professionals can understand the results of the implementation of training and development and the role of training and development for job satisfaction and performance improvement of employees. Additionally, the exploration of training and development and employee

performance of present study can be applied in other manufacturing and service industries to contribute to the success of organization.

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