



## **EFFECT OF TRAINING AND DEVELOPMENT PROGRAM DESIGN ON ORGANIZATIONAL PERFORMANCE IN YEMENI PRIVATE INDUSTRIAL SECTOR**

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### **Abstract**

*Training refers to a planned effort by a company to facilitate employees' learning of job related competencies; these competencies include knowledge, skills, or behaviors that are critical for successful job performance in the immediate term or near future. This research was carried out to identify the effect of training and development package design on organizational performance in Yemeni private industrial sector. The study employed descriptive and explanatory research design methods. A sample size of 397 respondents was selected from the total target population of 49579 employees and managers using the Yemane sample size determination formula. To select the sample the researcher used a simple random sampling technique. Primary data was collected from all employees and managers using questionnaire. To achieve the objectives of the study (SPSS V.26) was used to determine the relationship between the independent and dependent variables. The study found out that the training and development package design does not affect organizational performance. The results of the study showed that there is no good relationship between the dependent and independent variable. The study recommended to use a new tools and techniques through the use of the technology in training and development to improve the quality of the training and development and to increase the performance.*

**Keywords:** *Industrial Sector, Organizational performance, Training and Development.*

### **Introduction and Background**

Training and Development is a systematic process to enhance employee's skill, knowledge and competency, necessary to perform effectively on job. Past researchers proved that there is a positive link between Training and Development on employee performance improvement. (Lindsay, 1999). Others like (Iqbal, 2014) mention employee learning to be mediated through offering trainings and that it has significant positive relationship with performance.

Training and development are a continuous effort designed to improve employees' competence and organize performance as a goal to improve on the employees' capacity and performance. Human Resource Management has played a significant role in the economic development of most developed countries like UK America and Japan. In a developing country like Cameroon, with its rich natural resources and financial support, one can also experience such economic success if the appropriate attention is given to the development and training of her human resources. Every aspects and activities in an organization involves people. For instance, a manager will not be successful if he has subordinates who are not well equipped with skills, knowledge, ability, and competence (SKAC).

It is perceptible that employees could not acquire full-fledged knowledge only from formal education despite their academic backgrounds. Rather they acquaint and develop themselves in work places by undertaking various customized trainings and development programs offered by their respective employers. Most scholars concur that work places learning is a satisfying and rewarding experience and makes significant contribution to intrinsic motivation and enhances productivity. It is very well recognized that productivity, which is the basic source of profitability, ensures increased



competitiveness and ultimate survivability (Greer, 2001). Since all and new skills are not acquired and developed through formal education, it implies that lack or absence of workplace training practices will have negative impact on quality of output, speed, customer satisfaction, and overall performance.

Training and Development is a learning experience which seeks a relatively permanent change in the individual that will improve its ability to perform its job well. Every organization needs to have well trained and experienced employees to perform their duties efficiently. Effective training or development depends on knowing what is required for the individual, the department and the organization as a whole. With limited budgets and the need for cost-effective solutions, all organizations need to ensure that the resources invested in training are targeted at areas where training and development is needed and a positive return on the investment is guaranteed.

It is a well-known fact that training enhances skills and competence of staff and ultimately worker performance and productivity in organizations (Cole, 2002). Private manufacturing companies have been practicing training and development since its inception and particularly for the past ten year's employee training and development has been intensified.

Currently, organizations in developed countries perceived TD as an effective means to achieve short and long term objectives, widely recognized its benefits, and consequently invest considerable resources (Noe et al, 2006). On the contrary, firms in developing and underdeveloped countries are characterized by weak development of skills and ability to make use of the available human resources. Similarly, training and development is the least practiced.

In the above context, private manufacturing companies in Yemen need to enhance its human resource to be capable of competing both locally and globally. However, despite the relative longevity and size of operational and support service units; the companies have not given due emphasis to its human resources development. Preliminary assessment on training and development practices indicates that there existed lack of adequate and systematic TD practices in the companies.

To run an organization, be it big or small, requires staffing the organization with efficient personnel. Specific job skills, ability, knowledge and competence needed in the workplace are not efficiently taught in the formal education. As such, most employees need extensive training to ensure the necessary SKAC to bring out substantive contribution towards the company's growth. For employees to be flexible and effective in their job, they need to acquire and develop knowledge and skill, and for them to believe that they are valued by the organization they work for, then they need to see valuable signs of management commitments to their training needs. Each new employee must be properly trained not only to develop technical skills, but to make them an integral part of the organization. Training and development is an aspect that must be faced by every organization, and its major aim is to improve the employees' competencies such that the organization can maximize effectiveness and efficiency of their human resources. It can be an advantage for an organization if they win the "hearts and minds" of their workers, getting them to identify with the organization (Armstrong, 2006). For workers to be equipped to perform well, there must be an investment in the training processes. These processes are part of the entire human resource management approach which results in employees being motivated to perform. However, training vary from organization to organization in relation to the quality and quantity of training factors, which may include: the degree of external environment change, the degree of change in the internal environment, current suitable skills in the existing work force and the level to which the management see training as a motivating factor in the workplace, (Cole, 2002).



Several companies address their needs for training in an impromptu and indiscriminate way, training in such companies are pretty much impromptu and unsystematic. Different companies however begin distinguishing their training needs, then outline and execute training exercises in a normal way, lastly evaluate after effects of the training.

The effective of training and development on organizational performance is particularly important in industrial sector to increase the productivity and profit. The real problem must identify and rectify adjustments to increase performance of the organization. Although it is clear from the discussion above that training and development can contribute towards the achievement of organizational goals.

In addressing the research question, the study focused on following sub-problems, namely:

What is the effect of training and development package design affect organizational performance?

### **Objectives of the Study**

- To find out the effect of training and development package design on organizational performance.

### **Research Hypotheses**

**H<sub>01</sub>:** There is no significant effect between training and development package design and organizational performance in large and medium private manufacturing companies in Yemen.

### **Literature Review**

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### **Research Methodology**

This study is based on a descriptive and explanatory research design. Collis and Hussey (2014) suggest that descriptive research design is appropriate in research because it provides an opportunity to the researcher to explore and describes the relationship between variables in their natural setting without manipulating them, since the descriptive study is the systematic collection of data in a standardized form the representative sample. In order to fulfill the objectives of the study, this research relies on quantitative and qualitative types of the research approach.

The target population of the study was 49579 respondents at the time of the research survey. Out of the target population; the researchers selected 397 as a sample size by using the Slovin's sample size determination formula. Using a proportional stratified sampling technique (Thomran et. al, 2021).

Primary data was collected from the respondents, who are working in manufacturing companies in Yemen through the use of questionnaire. The questionnaire was used because of its appropriateness to gather relevant information, opinions, and attitudes from many numbers of respondents within a less period of time (Ahmed and Ahmed, 2021). The researchers used five-point Likert scale to measure the



items. The number 5 on the answer code represented as strongly agree; it is the highest degree of the scale. The number 4 of the answer code outlined agree. The number 3 of the answer code simplifies neutral. The number 2 of the answer code shows disagree. The number 1 of the answer indicated strongly disagree, and it is the lowest degree of the scale.

**Data Analysis and Discussion**

**Table No (1)**  
**Arithmetic Means, Standard Deviations, Perception and Rank for Respondents' Views on the Training and Development Package Design**

Sr. No	Factors	Mean	St. Deviation	Perception	Rank
1	Training and Development at our company are planned and systematic	3.27	1.366	Neutral	8
2	Training and development policy and procedure is designed to boost customer satisfaction at our company	3.65	1.195	Agree	1
3	Training and development package is designed according to the company vision	3.61	1.254	Agree	2
4	Training and development programs is related with nature of work	3.47	1.213	Agree	7
5	Training and development programs are appropriate in determining shorten and lengthen the training and development programs	3.60	1.214	Agree	3
6	Training and development objectives had been set before preparing and implementing the program	3.49	1.308	Agree	6
7	The objectives of the training and development programs were clearly and precisely indicated the expected outcomes.	3.55	1.233	Agree	4
8	Training and development program was developed to improve performance deficiency of company	3.53	1.225	Agree	5
9	The training and development programs able to improve skills, knowledge and attitude of employees which can increase the company performance.	3.11	1.338	Neutral	9
<b>The Overall Arithmetic Mean of Training and Development Package Design.</b>		3.47	0.686	Agree	

Source: Field survey

The results of the table above shows that the approval rate degree of the respondents' perception agreement is varying between agree and neutral with a high and moderate rate level and with arithmetic means between (3.65 and 3.11). All the statements of this axis have obtained high and moderate approval rates which represent the importance of these statements to the study. The results of the



arithmetic mean for each statement of the table are high and moderate and it suggests that the answers of respondents are positive with agree and neutral in the respondents' perception towards the statements mentioned in the table. All in all arithmetic mean of all the statements of the above dimension in the table above is 3.47 with the overall standard deviation of 0.686, which shows that there is consistency and harmony among the response of the respondents of the statements of the price strategies variable above because the standard deviation is far from (1).

The statement No (2) in the table above, which states "Training and development policy and procedure is designed to boost customer satisfaction at our company" has obtained the first place and the highest mean in all the statements of the dimension of the above table. The arithmetic means is 3.65, with a high approval level rate and with agree perception among the respondents. The statement also obtained a value of the standard deviation of 1.195. The standards deviation value indicates that the responses of the respondents have inconsistency and dispersion and the mean indicates that there is high rate level with agree perception which means the training and development policy and procedure is designed to boost customer satisfaction at the company. It has been noted that statement No (3) "Training and development package is designed according to the company vision" has got the second highest arithmetic mean in the above table which is 3.61 and standard deviation of 1.254, which means that the degree of approval over the paragraph is high and the perception is agree. The result of standard deviation shows that there is a lack in consistency and harmony in the answers of respondents regarding the question.

Statement No (5) states "Training and development programs are appropriate in determining shorten and lengthen the training and development programs" has scored the third highest arithmetic mean in the above axis with a value of 3.60 and with a standard deviation of 1.214. This means that the respondents of the questionnaire agreed with the statements which said, training and development programs are appropriate in determining shorten and lengthen the training and development programs. It has got high approval level rate and with agree perception on the Likert scale, but it has high dispersion and inconsistency because the standard deviation is more than 1.

It is clear from the statement (4) in the above table which states "Training and development programs is related with nature of work" has got the third-lowest rank in this axis with arithmetic mean value of 3.47 and standard deviation of 1.213, which indicates that there is no presence of harmony and consistency in the responses of the respondents. Also, the results of the arithmetic mean value of the statement shows a high level rate with agreement perception from the respondents.

With reference to the statement No (6) which states "Training and development objectives had been set before preparing and implementing the program" was ranked in the second lowest rank level in the table in terms of importance, where it got the arithmetic mean value of 3.49 of the respondents' answer and with a standard deviation of 1.308 which indicates that, there is no consistency in the answers of members of the sample over the statement because the standard deviation is more than (1). With regard to the statement No (9) which states "The training and development programs able to improve skills, knowledge and attitude of employees which can increase the company performance" was ranked the lowest in the results of table above in terms of importance, where it got the lowest arithmetic mean value of 3.11 of the respondents' answer and with a standard deviation of 1.338 which indicates that there is no inconsistency and dispersion in the answers of respondents over the paragraph because the standard deviation is greater than (1).



Taking into account the overall arithmetic mean value of the dimension (Effect of training and development package design on organizational performance) in the above table is agree perception, which constituted of 3.47. It indicates that most of the respondents' answers to the dimension above have high level rate with agreement perception about this variable. The standard deviation constituted of 0.686, which indicates that there are consistency and harmony between the responses of respondents on the statements of the above variable.

**Table No (2),Regression Coefficients table**

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.080	.124		-.647	.518
Training and Development Package Design	.046	.030	-.043	-1.549	.122

a. Dependent Variable: Organizational Performance

Source: Survey result

As it is clear from the result of table (2) above the beta coefficients that present the contribution positive or negative effect the variable to the model. The beta coefficients with its significance level *P* values showed there is no influence of the independent variables on the dependent variable. The beta coefficient of the model in table indicates the beta value of the constant was -0.080 whereas the predictor variables (training and development package design) of unstandardized beta coefficients and *p*-value of training and development methods (B= .046, *p*= 0.122). This indicates training and development package design factors does not affect organizational performance. The beta value implies that some of the predictor variables increased by each unstandardized beta coefficients on average organizational performance increased by one as per the study.

As well as the above table shows that the standard coefficient (beta value) indicates the degree of importance for independent variable dimension on the organizational performance. The regression results showed that the variables affected the organizational performance either directly or indirectly.

### Hypothesis Testing

For the purpose of hypotheses testing, the researcher can test a certain given assumption or belief about the population using some sample information. The decision to support the hypothesis is based on the information contained in a sample drawn from the population. The information is test statistics (*t*-statistics) which is a single number calculated from the sample data and *p*-value which is a probability value calculated using the test statistics. Therefore, to make a decision the researcher used the *p*-value and  $\alpha$ - value and compared the two probability values. Then support the hypothesis if *p*-value is less than  $\alpha$ - value which is 5%. Or by finding *t*-critical from the *t*-distribution table using significance level and degree of freedom and compare it with the *t*-statistics value and support the hypothesis if the test statistics value is greater than the *t*-critical. Therefore, in this case the researcher used a significance level approach as well as *T* statistics to test the hypothesis by comparing calculated values with the tabulated value of *T*-test and also by comparing the *p* value of the statistics from the significance level. Then reject the null hypothesis if the *p* value is equal or less than 0.05 and support the alternative hypothesis. In addition to that, the decision rule about *T* test says reject null hypothesis if the calculated



values is higher than the tabulated value, and accept it if the calculated value is less than the tabulated value.

**H<sub>0</sub>1: There is no significant effect between training and development package design and organizational performance in private manufacturing companies in Yemen.**

By taking a look at the table above, it appears that the training and development package design variable value of calculated T is (-1.549) which is less than tabulated T value i. e. (1.97). Since the decision rule is: accept null hypothesis if the calculated value is less than the tabulated value, and reject it if the calculated value is greater than the tabulated value. Add to that, the significance level value is greater than 0.05 which is 0.122 and as the decision rule said that, accept the null hypothesis if significance level value is more than significance level value adopted, and reject the null hypothesis if the significance level value is equal or less than the significance level value adopted. We, therefore, reject the alternative hypothesis (H<sub>0</sub>) and accept the null hypothesis (H<sub>1</sub>). This means that;

**H<sub>1</sub>1: There is no significant effect between training and development package design and organizational performance in private manufacturing companies in Yemen".**

Therefore, the results of the first hypothesis showing that the respondents are not satisfied and did not agree with the training and development package design that the companies adopted. This result shows that the training and development package design that adopted in the companies are not affecting the organizational performance.

**Conclusion**

This study is focusing on effectiveness of training and development package design on organizational performance in private manufacturing companies in the Republic of Yemen. The results of the descriptive analysis of effect of training and development package design on organizational performance showed that, all the statements of this dimension have obtained a moderate and high approval rate. The results of the study indicated that there is no effect of training and development package design variable on organizational performance. The results of regression showed that the variable affected the organizational performance either directly or indirectly. Therefore as shown in the previous table, the training and development package design has coefficient of -.043. The study recommended that the companies should keep pace with the scientific and technological development tools and techniques imposed by current era and the openness in the world's human resource requirement.

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