



TRAINING AND ITS IMPACT ON THE PERFORMANCE OF EMPLOYEES OF UNIVERSITIES

RezqYahya Abdullah Alhanty

Ph.D Research Scholar, Department of Management Science, Dr. Babasaheb Ambedkar Mrathwada University, Maharashtra.

Abstract

In this paper we seek at studying the impact of training on the performance of employees in universities. Universities were selected to diagnose the reality of training and its effect on the functional of universities, through definitions, theoretical studies and views of the researchers, As well as to identifying what is the great benefit of the training process in changing status of many institutions and helping them to keep up with the modern era of all its variables. Then getting set of proposals that contribute to develop and improve the performance of employees, which will shown from improving the performance of universities and the quality of their output.

Keywords: Training, Functional Performance, Development, Employees of Universities.

Introduction

Preparation of human resources is the most important processes that make human resources fully prepared to deal with the knowledge and technological changes taking place somewhere in the world, and it help the institution to be face the challenges and competitions. Training is one of the partial processes for human resource development as its core in addition to it occupies a leading position in the priorities of a large number of developing and developed world both, And it is considered one of the important aids for training the administrative system, filling the gaps and deficiencies in the quality of services provided by the institution means, this time- now a days.

Training is considered with as a basic topic of management topics for its direct correlation to the development of human resources, so the importance of training is increasing. It became an urgent need for employees to improve their abilities and knowledge's and trying for changing their behaviors and directions in a positive way

The Problem of the Study

The rapid changes and recent developments in the work is one of the most important reason that show the importance of human resources and their practical training in governmental departments as a main requirement to keep up with those great developments so the government agencies must adapt and develop it in order to enable its human resources adapting with any new developments and changes which will be faced by organizations at any time.

The Paper try to answer this Question

What is the role of training to improve the performance of human resources in the universities?

The Importance of the Study

The basic function of HR functions in the enterprise namely, the training function by effectively contributing to improving the performance of human resources and achieve its objectives as well as achieve the goals of the university institution and improve its performance.

Objectives of the Study

- To explore the training role during the service to develop the abilities and behavior of the employee's academic institution.
- Try to identify the extent of the training contribution at the time of service of achieving the university employee and the organization's goals.

The Paper Depend on

Descriptive approach: To describe ,interpret and analyze the research results which are performed by the researcher to answer the paper question.

Origination Function Training

In 1914,a law was issued to aim to provide financial support for activities) of specialized training.

First World War has led to increasing use of training method by old or senior staff, and emergence of job training, And many important programs for training in various industries have emerged, These training programs have been developed in order to



increase the effectiveness of supervisors to perform their jobs, After the Second World War, The function of personnel development has acquired great interest and intensively .

It is a normal reaction resulted of severe contradiction of workforce who was consumed inventory during the war, In 1962 the Manpower development and Training Act, was issued ,which included a program implemented, In 1962 of the Manpower Development and Training Law was issued , which included the program over the next three years, to train and retrain workers who have lost their jobs, and workers who threatened to lose their jobs as a result of the automatic expansion and technological developments.

Role of Training

Training is essential for the development of human resources operations for the purpose of development institutions.

The training is one of the important scientific and administrative methods which through it, universities can determine the organizations staff weakness, point and identifying the administrative weakness. To treat and overcome or reduce this weakness will be through carrying out or workshops (training courses) that aimed to learn workers a lot of skills behaviors, knowledge's and experiences. They can deal with any rearrangements of programs, and managerial procedures to effectively rapidly and very efficiently, it also improves the performance of individuals who work in the organization and increase the level of performance of the organization and it is productivity, and allow reducing costs and speed up production.

The training characteristics of while working in the organization:

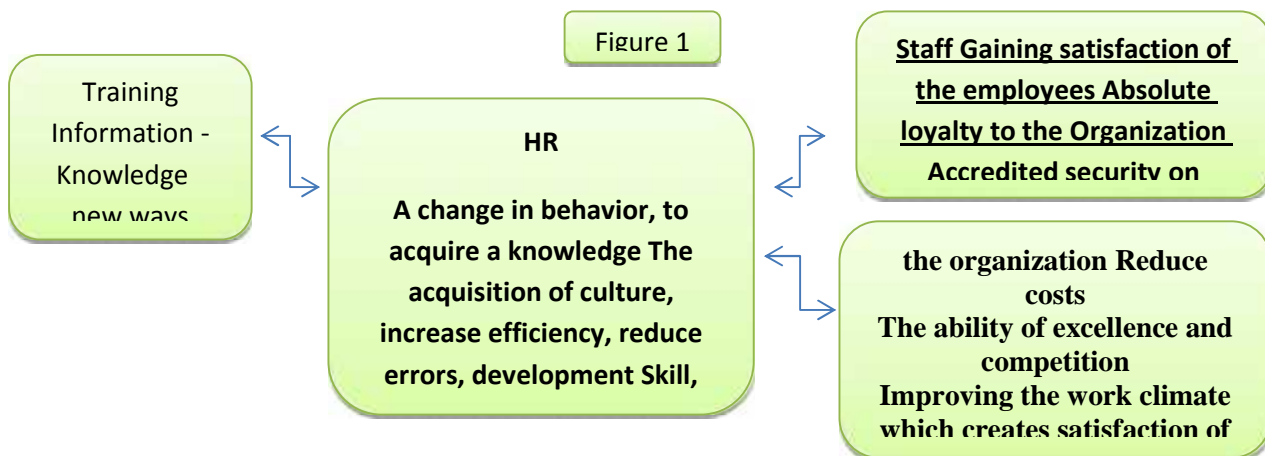
- The training consists of a set of interrelated elements together and ther are exchange relationship between each other on base of benefit relationship and completed system.
- Considered as an important main activities.
- Inclusive process that includes all levels of management.
- Training is an administrative process that must be the basic components available to the success of administrative work efficient, It is these ingredients:
 - a) Clarity of objectives and clarity of policies Realism.
 - b) Realism and balance plans, programs, and availability of material and human resources. And provide control and constant guidance.

Training process need a technical experience and specializations, should be provided as

The Importance of Training

The training plays an important role to confront shortcomings existing or potential in performance, this may happen in the presence of new jobs or when you continue to perform old functions, But in new ways, particularly if the current functions are performed improperly (Hilal, 2010).Some researchers have touched of the importance of training inside the organization and in-service is urgent necessity for achieving the following, Job stability in the organization and giving it the fortitude status and good reputation in the community.

Figure 1 shows the importance of training for workers in organizations.Hamzawe.(2004)





And conclude what has been mentioned that the in-service training is very important for any organization has the ambition and the desire to catch up development in all areas of life .

Training Objectives

The continuing development of the skills and abilities of employees.

- Reminding workers with the methods of performance, and make them know changes and amendments.
- The development of behavior, knowledge and positive attitudes towards work , its environment , the organization and its customers.
- It contributes to re-a balance the qualitative and the numerical structure of the employment.

Reducing service time in the performance of service organizations, and to improve the methods of dealing with customers, so it raises the degree of satisfaction with the performance of organization and its products.

The Training an effective way to stimulate and contribute to face the challenges.

The Performance

The performance is being defined the daily activity of members inside the organization in all levels, Whether the upper or middle, or bottom executive .(al Ghamdi ,2011) and knows (rawya,1999) That it: Performance is the degree of achievement and completing the tasks which is and component of the member job, It reflects the manner that member use it to requirements of the job .

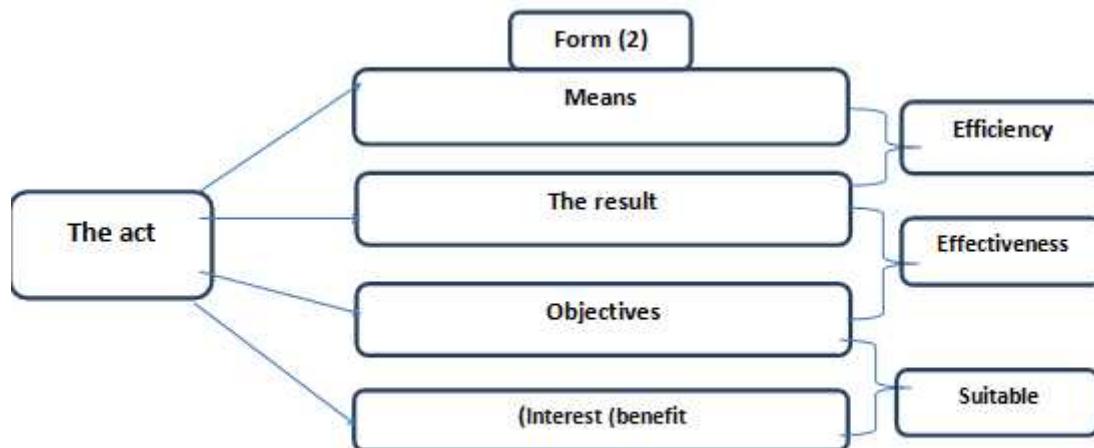
Importance of Performance

A deliver a of attention subject of performance in both advanced and developed societies for both, And we review the importance of performance for employees and Organization.

- For the employees: Performance is a measurement of an individual's ability to perform his work in the present, as well as the performance of relatively various other acts in the future. (Mansour.1986)
- For the organization : The performance is the major importance in any organization that try to achieve success, and progress as a final product of the outcome of all activities undertaken by the individual or organization(Yunus.2009)

Performance Standards

The identification of desirable individual performance level require to know the factors that determine this level and what is the nature of the interaction between them, In this aspect, Garbi and Qairah (2007) believe that the performance of the individual is being compared effort , Whether it is regarded Productivity competitiveness, kinetic, Or accomplish the required tasks, It can be judged on the individual performance through the three criteria: appropriate , effectiveness, efficiency and It is expressed as follows:



Source: on the west and others, p. 132 (Figure)2

The role of training in improving the performance of staff in the (universities):

The training is an activity that takes great interest in the universities institution, It aims to develop the capacity of staff at work, If the nature of the changes experienced by the institutions, organizations (universities) at the present time, Whether it



was technological or regulatory and they should be consents with the staff abilities and with any other matters of these developments in order to achieve what institutions to aspire.

These individuals must be prepare and develop their abilities to perform their duties to help g them to get a new Information and knowledge and providing them with new ways for business performance and refine their skills, Training has multiple effects of employees' performance and the most important effects include:

Training has Many effects on Employees' Performance

- Strengthening the relationship between individuals and develop the their attitudes, raise performance and improve level of quantitative and qualitative side. Development staffs feeling of belonging and loyalty to the organization, reducing the rates of both absenteeism and work turnover.
- Challenges and obstacles faced by the trainees:
- Challenges after the training where the new skills ust be applied , It may be more severe if the training during the occupation which the trainee works in.
- the Training problems outside the Job place leads to overstock the duties and business of trainees until they return from training, the trainees are being frustrated they believe that what they have learned in a good and effective training only in the training room, Here the role of activist director reduces the return problems to work after training.
- The lesson of training does not mean the end of the training completely, but it is necessary to follow up trainees and the extent of their application of skills which they were trained in the training lesson, and direct contact and indirect between the trainer and trainees.
- Trainees need support to implement their training, It may be the direct manager's role in easing the pressure on the trainees, and push them to link each their training in operation life, he may play a role in encouraging trainees families or friends as they have a wondrous role in the success of the training results. And here the reap of the training fruits comes and knowledge of training results and their impact extent on the performance of trainees, We will evaluate training through four levels:

The Effectiveness of Training

It is the extent of change that has occurred on the performance of trainees in terms of quality and professional workmanship.

- The training effect in the short term: The Measurement of training depends on the behavioral changes of the trainees before and after the training.
- the training effect in the long term: There is concern after training, that the trainees may come back to use old techniques, So we should avoid the reasons of using their old ways, and make an other assessment after a period of three months to a year, with the same questions of assessment impact of the short-term.
- Economic feasibility of training: It can be doen if we have reacted measurements of the feasibility , It depends on the identification of training costs, and Comparing these costs with self-assessment of the training value in terms of improvements of the trainee stabilities, or an incensement work achievement, or an improvement of customer service ... etc. Finally, companies think that they can strengthen their abilities of competition through using training .
- External assistance for training: Many institutions provide foreign aids for training, which include governmental aids, because they provide the development of the individual, and prosperity of economy in general,

Conclusion

The training worked to strengthen the relationship between individuals and the development of attitudes and improve their performance, And development their sense of belonging and loyalty to the organization, and an increase in the attendance rate, sensitize and motivate staff introduce them to the extent of importance of training to earning them ability to pursuit and the search for new knowledge that is useful to them in their work and daily lives.

But training courses were held one after another ,without follow-up by the managers, Interest of these sessions was limited, and some problems appears as these courses, including training problems outside of the function, leads to the accumulation of the duties and trainees works until they return from their training, and trainees may get disappointed.

Recommendations

After the results that have been reached by the current study may provide some recommendations, which relating to intensify and increase the number of Training courses for employees in the University Corporation , for helping of university professors in various disciplines with to get benefit from their expertise and competencies, We also recommend extension of the time domain and increase periods of staff training, during the service that can contribute to deepen information and



knowledge which were gained more than ever before, , In addition to creating an atmosphere of cooperation and spirit harmony between trainees among themselves on one hand, and between them and the trainers on the other hand after completion the training process, to be able to work in , and reduce the intensity of the conflict in the institution. In addition to recommending the observance specialty staff during the organization of training courses, So trainer can the perform his duties effectively and the trainee responds to content of training programs and he can collectible knowledge and new skills, update and improve the previous information and develop it from the level of performance which is reflected positively on the trainee and the institution.

We can offer some recommendations for enterprises to achieve a greater out but from training in the future as follows:

- Training centers should need to be training centers qualified to ensure the effectiveness of the training and monitoring of their performance by the competent authorities.
- Focus on skills development programs, especially in the English language and computers.
- The trainee knows to the requirements of job that will work out before the regularity in training and to foundations to ensure serious training, and motivate the trainees to do so and Find a way to support to link the employee with organization , and not leave it after investing him in training.
- Follow-up from the employer to the trainees in execution time of the program.
- Follow-up to the trainees on a permanent basis to identify the extent of change in functional behavior and levels of performance.
- Work periodically questionnaire to identify the trainees benefit from training and discuss results with the training destinations.
- Training should periodically after each period tothe renew the employee information.

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