

# Impact of Training on Employee Performance: A Case Study of Salaam Somali Bank of Somalia

Kamal Mohamed Osman<sup>1</sup>, Abdiaziz Ahmed Ibrahim<sup>2</sup>

Manager of Zeytun Hotel and Restaurant

**Abstract:** *Training is the important managerial function in any organization to educate / impart knowledge to the employees about their work in which they are involved. The training brings tremendous change in the employee's skill level, knowledge and performance. Now-a-days organizations have started providing opportunities for the employees to improve their skill sets, which successively develop the individual and organizational growth. But the training has an impact on employees' performance needs to be studied. Banks are the important one in providing employee training and the performance of the employees very much relies on the training provided to them. Hence this research study was conducted at the Salaam Somali Bank. The main objectives of this study are: To identify the relationship between Training and employee performance. To investigate the impact of On-the-job training on employee performance in the Salaam Somali Bank. To exam the impact of Off-the-job training on employee performance in Salaam Somali Bank. This study was conducted at the Salaam Somali Bank in Somalia, The data were collected through the questionnaire method. The sample size was 171. The results obtained reveal that the training given to the employees at Salaam Somali Bank improves the performance level of the employees. The increase is formed in the employee productivity after the training. The education level, staff category and the work experiences of the employees are the factors determining the growth of an employee's performance in the organization after the training. The study showed that the respondents did not recognize what was expected of their job since there was no clear job description. It was shown that respondents did not possess the necessary materials and equipment they needed in their everyday responsibilities.*

**Keywords:** Training, On the Job Training, Off the Job Training and Employee performance

## 1. Introduction

Training is important to raise the capabilities of employees. The employees who bear more on the job experience have better public presentation because there is an increase in the both skills & competencies because of more on the job experience Training & development increase the employee performance like the researcher said in his research that training & development is an important activity to increase the functioning of the health sector organization (Khan & Khan, 2011).

Training has an important part to take on and it is required to instill positive changes in knowledge, skills and attitudes. Employee training tries to better skills so that the employee is better equipped to do his present line of work or to prepare him for a higher placement with increased duties.

Systems should provide chances for continuous growth of employees not only in their present line of works, but as well to build up the capabilities for other occupations as well. An organization must develop along with the employees, because organization should adapt itself to the shifting environment. Breeding plans are necessary in any organization for improving the tone of the work of the employees at all layers, especially in a world of fast switching technology and environment. (Ramya, 2016).

Today, Indian organizations have recognized the importance of schooling as a tool to reach their strategic ends. It is not considered by the establishment as a longer, but as an investment on one of its most dynamic assets, namely, employees. Many organizations view training as a strategic employee retention tool. It assists the system make a smarter force capable of taking on any situation and challenges. (Ramya, 2016).

The primary aim of every organization is to improve its functioning, but it can never be possible without the efficient functioning of employees. For the system, training leads to improve profitability while cultivating more positive attitudes toward profit orientation. For the people, training development and improve job knowledge while also aiding in identifying with the ends of the system. Breeding and development is defined as the planned learning experiences that instruct employees how to perform current and future businesses. At its heart is the improvement in the public presentation of people taking part in breeding activities. (Ramya, 2016).

Many business organizations in Somalia especially in Mogadishu face many problems from training and development of employees. These days, many small business organizations have been set up in Mogadishu. Thither is a lack of integration between training and growth of employee performance, also there is the gap between theory and practice in the field of management. Thus, professional managers need more information about the organization and the factors influence them (Ibrahim & Delhi, 2016).

Breeding and development have become one of the necessary parts in most systems, because they contribute to high performance in the same area and are important part of human resource department, it possesses a substantial result on the success of an organization through improving employee performance (Ibrahim & Delhi, 2016).

To ascertain that employees are outfitted with the proper kind of skills, knowledge and abilities to do their tasks, training and development play a crucial role towards the success of the house. By selecting the right type of breeding,

then sees to it that employees have the correct skills for the firm, and the same need to be continuously updated in the follow up of the best and new HR practices (Ibrahim & Delhi, 2016).

The main objectives of the study as follow:- to identify the relationship between Training and employee performance, to investigate the impact of On-the-job training on employee performance in the Salaam Somali Bank, to exam the impact of Off-the-job training on employee performance in Salaam Somali Bank.

## 2. Literature

Most of the previous studies provide the evidence that there is a strong positive relationship between human resource management practices and organizational functioning. In his study that training and development programs, as unitary of the vital human resource management practice, positively affects the character of the workers' knowledge, skills and capability and thus results in higher employee performance on the task. This relation ultimately contributes to supreme organizational performance. The effect of work depicts the positive correlation between preparation and employee performance as being=. 233. Therefore, we can predict from this finding that it is not possible for the firm to make higher returns without best utilization of its human resource, and it can only occur when a firm is able to conform to its employee's job related demands in a timely manner. Preparation is the solitary ways of identifying the deprived need of employees and then building their required competence level and then that they may do well to accomplish organizational goals (Elnaga & Imran, 2013). Training and Development has a positive effect on Organizational Performance. Discussion of all the results proves the hypotheses; Training design has a significant result on the organizational performance, on the job training has a significant result on the organizational performance, Delivery style has a significant result on the organizational performance and Training & development has a significant result on the organizational performance. All these have positive effects on the Organizational Performance. It improves the Organizational Performance. On the Job Training is very effective and it also saves time and cost. (Ghafoor Khan, Khan, & Khan, 2011).

Preparation and Development, On the Job Training, Training Design and Delivery style have a significant effect on Organizational Performance and all these have positively affected the Organizational Performance. It means it increases the overall organizational performance (Ghafoor Khan, Khan, & Khan, 2011).

In Somalia, according to the knowledge of the researcher there is no previous research carried on in this field. Thus, it is necessary to examine the Strategic impact of Training and Employee Performance.

The primary aims of the survey are as follows: To identify the relationship between Training and employee performance, To investigate the impact of On-the-job training on employee performance in the Salaam Somali

Bank and To exam the impact of Off-the-job training on employee performance in Salaam Somali Bank.

## 3. Methodology

The study design allowed investigation of potential relationships between variables. In this direction the sketch plan was more appropriate for the study because it enabled data collection from broader category as well as comparisons between variables. The dependent variable in this field was the employee performance while the independent variable was employee training.

Population is the entire group of people, events or things of interest that the researcher wishes to investigate. While the target population is the entire accumulation of factors close to which the researcher wishes to make some inferences.

It is not so easy to examine the information garnered in a study manually without using any statistical software programs. In this study statistical packages will be practiced, particularly statistical package for social science (SPSS) version 20.0 to analyze the data will collect this study.

In the analysis, the researchers interested in looking at covariance between variables and one path of doing correlation analysis is to use Pearson's r test to look into the correlations between two groups of normal spread data. In this work, researchers will use Pearson's r (Pearson's sales, publicity and customer satisfaction correlation coefficient) to examine the correlation between variables.

## 4. Summary of Findings

The purpose of this study was to explore the Impact of training on employee performance among the Salaam Somali Bank. The study was guided by the following research questions;

What is the Relationship between Training and employee performance?

How to investigate the impact of On-the-job training on employee performance in the Salaam Somali Bank. What is the role of training on employee job satisfaction?

How to exam the impact of Off-the-job training on employee performance in the Salaam Somali Bank?

The findings on the Relationship between Training and employee performanceshowed that that training was scored highly mean (3.45) overall. These results describe that the training receives a higher impact on employee performance in a Salaam bank in Mogadishu Somalia. The first question which is Training is the process of increasing the knowledge, and skills for doing a particular job, has scored very high a mean (3.53) while the rank (3), It is an organized procedure by which people learn knowledge and skill for a definite purpose was scored highly mean (2.83) and the rank (7), The purpose of training is basically to bridge the gap between job requirements and present competence of an employee has scored a very highly mean (3.69) while the rank (2), Training is aimed at improving the behavior and

performance of a person and also it is a never ending or continuous process. Weis scored a very higher mean (3.82) and rank (1), Training and development is one of the imperatives of human resource management as it can improve performance at individual, collegial and organizational levels was scored higher mean (3.20) while the rank (5), Training refers to special skills, abilities and knowledge that are required to perform a specific job well was scored highly mean (3.23) and rank (3.23), while the rank (4).

Training improves the satisfaction level of the employees and rewards them with a competitive edge over other employees and transforms them into valuable employees has made a highly mean (3.09) while the rank (6) suggesting that training are followed out in the selected Salaam bank.

The findings on On-the-Job training presented that training was scored highly mean (3.34) overall. These results describe that the on-the-job training has a higher impact on employee performance in a Salaam bank in Mogadishu Somalia. The first question which is Training methods could be classified as cognitive and behavioral approaches, has scored very high a mean (3.55) while the rank (3), Cognitive methods provides verbal or written information, demonstrate relationships among concepts, or provide the rules for how doing something was scored very highly mean (3.81) and the rank (1). Behavioral methods allow trainees to practice behavior in actual or simulated fashion has made a very high mean (3.23) while the rank (4), Cognitive methods are best for knowledge evolution and behavioral methods for skills Blanchard was scored a very higher mean (2.82) and rank (7). On the job training is frequently utilized by employers to develop their personnel was scored a very higher mean (3.67) while the rank (2). The intent of the on-the-job training session is to offer employees with labor-specific knowledge and skills in work area was scored highly mean (3.12) and rank (6), while the knowledge and skills presented during on-the-job are directly related to job demands. Job instruction technique, job rotation, coaching and apprenticeship training are the vulgar forms of on-the-job training methods have made a highly mean (3.21) while the rank (5) suggesting that on-the-job training are followed out in the selected Salaam bank.

The findings on Off-the-Job training presented that training was scored highly mean (3.22) overall. These results describe that the on-the-job training has a higher impact on employee performance in a Salaam bank in Mogadishu Somalia. The first question which is Training which takes place in an environment other than actual workplace is called off-the job training, has scored very high a mean (3.43) while the rank (2). Off-the-job training is usually designed to meet the shared learning needs of a group rather was scored very than highly mean part (3.52) and the rank (1), Lectures, computer-based training, games and simulations are the common forms of off-the-job training methods has scored a very high mean (3.21) while the rank (3). In on-the-job apprenticeships-the -job, a part of the training is delivered on the job was scored a very higher mean (2.76) and rank (5), on-the-job Traineeships are in modest businesses, a large bit of on-the-job trainees are used by big companies in process or assembly line work was

scored a very higher mean (3.18) while the rank (4), suggesting that off-the-job training are followed out in the selected Salaam bank

## 5. Recommendations

In today's dynamic environment the demand for professional and highly skillful workforce are necessary for every organization to perform well in this environment, the employees need to be trained and the development of an employee to be highly skilled is essential, special for Salaam Somali Bank.

## References

- [1] Nassazi, A. (2013). Effects of training on Employee. *International Business*, 59.
- [2] Benedicta Appiah. (2010). THE IMPACT OF TRAINING ON EMPLOYEE. GHANA.
- [3] Beyazen, M. (2011). EFFFFECT OF TRAINING ON EMPLOYEES PERFORMANCE AND ORGANIZATIONAL EFFECTIVENESSS -A SURVEY ON PRIVATE BANKS AND LEATHER INDUSTRY. Addis Ababa.
- [4] GITHINJI , A. (2014). EFFECTS OF TRAINING ON EMPLOYEE PERFORMANCE: A CASE STUDY OF UNITED NATIONS SUPPORT OFFICE FOR THE AFRICAN UNION MISSION IN SOMALIA.
- [5] Ibrahim, A. A., & Dahie, A. M. (2016). THE IMPACT OF TRAINING AND DEVELOPMENT ON EMPLOYEE. *EPRA International Journal of Multidisciplinary Research*, 8.
- [6] Khan, R. A., & Khan, F. A. (2011). Impact of Training and Development on Organizational. *Global Journal of Management and Business Research*, 7.
- [7] Ramya. (2016). THE EFFECT OF TRAINING ON EMPLOYEE PERFORMANCE. *International Journal of Scientific Research and Modern Education*, 10.
- [8] Saeed1, D. M., & Asghar, M. A. (2012). Examining the Relationship between Training, Motivation and Employees Job. *Journal of Basic and Applied*, 7.
- [9] Salah M. Diab, & Musa T. Ajlouni. (2015). The Influence of Training on Employee's Performance, Organizational. *International Journal of Business and Management*, 11.