Training and Development and its Impact on the Employee's Performance
A Study of Agility Company-Kingdom of Bahrain

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Abstract

Training and on the Job training, the focus of the study is to show the effect of training and development on the employees performance in the Logistic sector in Bahrain. Agility Company, Kingdom of Bahrain was chosen to apply the study on. Questionnaire developed to see the effect of training and development on the organization in one of the Bahraini companies. The aim of the paper was the knowledge of the impact of the training on the performance and to become aware of extent of the importance of training on the employee's performance and the extent of training impact on achieving the company's goals. There is a direct positive relationship between training and the improvement of the performance. The analysis of the questionnaire shows that training and development program have a great effect on the organization performance. The results were positive and show that the training and development is very important for the organization to increase its performance in all manners. We proved empirical data as well. However, results are strongly based on the literature review. Finally, the paper recommends that the company and its top management must pay more attention to adopt clear training strategies inspired from the company's overall strategy, as well as the need for diversification of training programs for its members, the use of different training methods and also the need to focus on the use of modern technology as a base for the application of training programs in order to improve its employees' performance.

Key Words: Training and Development, Job Training, Organization Performance.

Introduction

Carefully selecting the employees is not enough for the success of the organization and accomplishes its goals and objectives even if they have high qualifications they cannot do their job if they don't know how to do it. The performance of employees depends on many factors but training is the most important factor. Training is the process of providing employees with specific skills or helping them correct deficiencies in their performance (1) and Development is an effort to provide employees with the abilities the organization will need in the future. (2) The training and development is the major function of the five Human resources functions and the importance of it came from the need of employees who know how to do their work and know how to achieve the goals of organization in effective and efficient way with time limit, independently without need for direct supervision. Training has a major role in to overcome the employees' weaknesses

and also to improve their performance, it can affect the growth of the organization by increasing the performance of the employees. The purpose of the study is to show the positive effect of training and development on the employees and the organization itself. Training and development increase the employee's performance like a researcher said in his research "training and development is an important activity to increase the performance of the organization" (Iftikhar Ahmed and Siraj-ud-din, 2009).Another researcher said that "employee performance is the important factor and the building block which increases the performance of overall organization" (Qaiser Abbas and Sara Yaqoob). "Training is an organized method of learning and development which expand the efficiency of individual, group and the organization" (Goldstein and ford, 2002). The employees are not the only party who will utilize from the training, the Company or institution benefiting from training also, as the training aims ultimately to improve and develop the capacity of workers and thus improve their performance and then improve and develop and increase the productivity of the institution. training takes two directions, the first is the training of new employees and prepare them for work in the organization and start of their careers, while the second with the old workers where help them to receive new information and learn new working methods and increase their abilities to work with the highest degree of efficiency and performance. In this project we will focus on the impact of training on the logistic sector in Bahrain by applying the study on one of very known logistic company in Kingdom of Bahrain " Agility company " which is located in Bahrain.

Literature Review

Training Definition

It is important in trying to detect a clear definition of training to note the difference between each of the concept of education and training concept in terms of objectives, methods and evaluation methods. Training in general is a human activity based on the improvement and development. Training is different from education, it is a specific term and is associated with behavioral Acquisition of specific skills, while education is linked to the collection of general information and basic skills.

The Importance of Training and Development

Training gives a major opportunity to expand the knowledge of all employees.

1) Addressing Weaknesses
2) Improved Employee Performance
3) Consistency
4) Employee Satisfaction
5) Increased productivity
6) Improved quality of services and products
7) Reduced cost
8) Reduction in supervision

Training Stages

Training stages are interrelated and essential process, so they cannot jump over one another, and this is one of the characteristics that distinguish training from education. Education curricula usually designed to meet the goals of general needs, without study of the needs of students for being a common and necessary needs for all.

As for training, it is designed according to the actual needs of training for staff and employees and workers, and this results in performance evaluation and the identification of needs, program design and evaluation, implementation and follow-up to the transfer of training effect.

Training Techniques

1. On the job training: an experienced worker or supervisor trains the employee on the job.
2. Informal learning: 80% of what employee learns on job.
3. Apprenticeship training: individuals become skilled workers through a combination of classroom.
4. Behavior modeling: show trainees the right way of doing something, let each one practice right way to do and provide feedback.
5. Vestibule training: learn on the actual equipment they will use in the job.
6. Audio visual and traditional distance learning techniques: audiovisual tools including DVDs, films, Etc.
7. Computer based training: use computer to increase his or her knowledge or skills.
8. Training via the internet and learning portals: colleges, use internet, posting videos, written lecture or power point slides .E-learning: not miserly it teach faster or batter.
9. Mobile learning: delver learning via mobile devices .like: cell phone, laptops, iPhones…etc.
10. Training for special proposes.

Training is Provide To

1. New employees: training new employees for doing the job.
2. Current employees: training current or present employees to do their job more effective for example if there is any upgrade in system we will trine the employee .
3. And it has training program for individuals and teams.

Training process is often the responsibility of a specialist in the training or HR department. When training period ends, the organization should be sure that the training program achieved the desired goals by evaluation. Training is one of the core skills of occupational psychology. People with qualifications in and experience of occupational psychology have been employed in different capacities in training and development roles in government organizations, private companies and consultancy groups. According to Obisi (1996) the concepts, of training and development are used interchangeably. However, it can be differentiated from the other. Training is for specific job purpose while development goes beyond specifics development covers not only those activities which improve job performance, but also those which bring about growth of personality. In training, you using one stone to kill one bird while in development you use one stone to kill two birds Mamoria, (1995). Steinmetz, Lawrence (1996) notes that training is a short-term process, utilizing a systematic and organized procedure by which non-managerial personnel learn technical knowledge and skill for a definite purpose. Development on the other hand is a long term educational process utilizing a systematic and organized procedure by which managerial personnel learn conceptual and theoretical knowledge for general purpose. Cambell, (1971) states that training refers only to instruction in technical and mechanical operations while development refers to philosophical and theoretical educational concept. Training is designed for non- managers while development involves managerial personnel. Training courses are typically designed for a short term, stated purpose, such as the operation of some piece (s) of machinery while development involves a broader education for long-term purpose. Training is for short-term while develop.

Previous Studies on Impact of Training on Performance:

A Previous Study of the administrative development and its impact on career development by Ayman Hassan 2002, Damascus University, conducted on the Drugs Sector companies in Damascus. The study shows that, There is a relationship between the training and job promotion. Training and development contributes to increase the practical and theoretical skills and the acquisition of skills. Another study by (Teresa Brannick, et al, 2002), entitled: "Service Management Practice- Performance Model: A Focus on Training Practices".

This study conduct to know the impact of training practices. The researchers collected data from 143 Companies and the study concluded that provide intensive training programs contribute significantly to improving the ability of employee and improve their high-skill services, thereby increasing customer satisfaction. Study by (Daniels, 2003), entitled: "Employee Training: A Strategic Approach to Better Return on Investment".

This study conduct to see the benefit that process of training add to the workers. The study found that the training will contribute greatly to the development of skills and learning personnel, and building effective work teams, and to achieve high quality standards, and create supportive of the goals and strategies of the organization organizational culture, and this in turn contributes to achieving a good return on investment. Employees are the main asset for the organization and one of the reasons behind the organization success, so the organization make sure that its employee know and able to deal with their job requirement in order to reach to the peak. Rapid changes, especially changes that happen in technology today need from the employees to learn the new technologies and they also must to know how to deal with this changes in the business environment and this cannot happened unless the training and development programs take a place within the organization . Training & development help both employees and the organization to achieve the goals. Those organizations which a good training design according to the need to the employees as well as to the organization always get good results (Parttow, 1996; Tihanyi *et al*., 2000; Boudreau *et al*., 2001).On the job training helps employees to get the knowledge of their job in a better way (Deming, 1982). So that people learn from the practical experience much better. On the job training reduces cost and saves time (Flynn *et al*., 1995; Kaynak, 2003; Heras, 2006).it is better for the organizations to give their employees on the job training because it is cost effective and time saving (Ruth Taylor *et al*., 2004).it is good for organization to give their employees learnt in a practical way (Tom Baum *et al*., 2007).All of these have a positive effect that caused by training and development on the employees and the organization itself. Training and development reduce the cost and save the time for the organization that's will lead to a higher performance and success.

About Agility

Agility is a branch of global company which has 100 offices around the world and its specialized on providing logistic wear housing (export , import ,services) , the company has established in Bahrain in 2003 , the head office in the Kuwait , it's a GCC company .

Agility History

Agility's story parallels the rise of emerging markets in the global economy. The company got its start as a local warehousing provider in Kuwait and grew to become the largest logistics company in the Middle East. It acquired more than 40 logistics brands around the world, investing billions to build a global network with a strong footprint in emerging markets. Today, Agility is one of the world's largest integrated logistics providers with more than 20,000 employees and operations in 100 countries.

Agility Structure

Agility has two main lines of business. 1st Through their Global Integrated Logistics (GIL) business, they work with companies in diverse industries and markets to move, manage, and distribute the goods that underpin global commerce. 2nd Through their Infrastructure portfolio of companies, they provide logistics-related services in emerging markets that facilitate trade and create access to new opportunities. Agility have a training for employees when he first join the company , but it is not proper training it is like an induction , they do a very quick and short induction for the new juniors , and for the computer user they have e-learning depend on the employee position. they have some training programs, the basic one is about work ethics which should every one do it, and another one for computer users , they send a link to each employee who they must use the computer in their positions and ask them to attend the training online, but

for the non-computer users they bring them together in the confidence room and shows them maybe 20 mints slide shows to ensure that they are aware of Agility values, ethics, policies and procurers.
After the employees take their positions inside the company , they take each time a group of employee who have the same tasks and positions and training them and show them how the work should done and make sure that every employee know every things about what they do .

The duration of the training for current employee its differ. If it only for ethics training its take a 20 to 40 minutes on the online e- training but if it is a training for make the employees take more responsibility or to change his position or to prepare him for a higher position they coordinate with a training provider outside the company to do this training . The policies, ethics, safety they have their own training material, slide shows that they show their employees.

Sometime they have in the company a customize software so their employee for example the Client service preventatives they are using a particular software that is belt only for agility , this software its already implement in other branch so when they don't know how they implemented here in Bahrain they send their employees or they bring the IT instructor or person to do indoor training here in their company for very short time , actually they have never send any of their employee to do a very long training out of Bahrain , but they send them for very short for a software training , some time they need to send them to agility Dubai or agility Kuwait to be more familiar with agility company procedure , policies because they will need to meet the senior people there .

If there are new programs, new machine its depending. if it was the first time to be implant in agility in Bahrain they ask the pander supplier to send a technical support to teach the employee how to use it and what the available system they can use .but if this software already implemented in one of agility branch around the world they prefer to send their employee or bring the employees from other branch to teach them.

if there is a quick training in program , system , machine it's very easy to measure if they utilize from training or not . for example when you train the people you can see how this training is reflect their performance , if you implement a new software and you train your people how to use it you will see it in their performance .

Regarding to the safety and health training 75% of agility they can handle any fire risk they may face in work place. E – Training has a scenario, cases and they conduct a small assessment after the slide shows to do it individually. On monthly or each quarter they send a link to the employee to read the slide and they also have option to read or listing to the slide. For example if they want to learn them about confidential information that it's not allowed to share it with anyone, first the slide show them what are the type of information thy are not allowed to share it and then there is a scenario like if you was in coffee shop and you meet new friend and he try to now about the company and what is the type of client, what is your salary? What is type of benefit company give it to employees and then they show them the right response in this situation. at the end there is a multiple chooses test , if his choose the wrong answer the system will explain for employee why this is wrong and what to do in this case and how to avoid it.

The training conduct in more than 8 languages, they divide employees into groups according to their language to ensure that employee understand about the training, but for computer users the e – learning only in two language Arabic and English. Agility don't have any training budget but they use their internal training that provide by agility head office in Kuwait in additional they are trying to utilize their home sale budget. And about training need analysis there is a test called training need analysis this mean that when you want to training somebody you need to do analysis to his job requirement and the skill that are required to achieve his target than you setup the training courses that he need to go thought it to meet his target , so after do the training and completed you have to assess again after a while for example someone train him

how to use the Microsoft to be familiar with the pc , after he complete the training he have to do another assessment to see how this training help him to meet his target to do his work in efficient way.

So Agility have two assessments one before the training start to know what he actually need to do his work in batter way and another one after he completed his training and he get bake to his work there is another test to know how much he has benefit from training in his work and how much it has reflect on his performance.

Methodology

In this paper the authors distributed a questionnaire to a random sample of (60) employees who are working in Agility, only (37) questionnaires we get it back, we excluded (6) questionnaires to lack validity, bringing the number of questionnaires were analyzed (31). Questionnaire response rate 70.0 %, the rate considered high in this kind of research.

We conducted a test to check the validity and reliability of the questionnaires used for data collection, using the "Cronbach's alpha " coefficient Which takes values ranging between zero and the one, bringing honesty test (0.933) and reliability (0.870) These results are considered high, confirms the correctness and consistency of the questionnaire questions and their ability to reverse the sample results on the study's population.

Part I:Demographic Characteristics of the Sample:

1-Age:

By distribution of the sample by age groups, we find that more than a half of the sample at a rate of 54.84 % is located in the age group (20-30 years old), followed by the of percentage 35.48 % of the research sample in the age group (30 – 40 years old), and finally percentage of 9.68 % in the age group (40 – 50 years old). This means that about half of the sample is in the age group 20-30 years, and the rest is in the age group (30-40) and (40-50) , meaning that the sample is considered representative of the age of the sample, as shown by the following table:

Age group	frequency	%
Between 20 to 30 years old	17	54.84%
Between 30 to 40 years old	11	35.48%
Between 40 to 50 years old	3	9.68%
Total	31	100.00%

2-Qualification:

The distribution of the sample according to educational qualification, we find that almost the half of the sample at a rate of 41.9% have Bachelor while we find that more than a quarter of the sample 38.71 % of those who have Diploma. 6.45% who have Master degree and finally 12.9 % high school educated only. This gives an indication of the sample to the representation of all educational levels, as shown by the following table:

Qualification	Frequency	%
High-school	4	12.90%
Diploma	12	38.71%
Bachelor	13	41.94%
Master	2	6.45%
Total	31	100.00%

3-Experiences

The distribution of the sample by the number of years of experience in the job, we find that about 3.23 % for their expertise more than 15 years, followed by the percentage of 35.48 % of respondents have less than 5 years' experience, and the experience of 5 to less than 10 years at percentage of 35.48,then the rest of the sample 22.58 % for their experience from 10 to less than 15 years. Notes that 25.8% of respondents have functional experience of 10 years or more, while 70.96 % of respondents have less than 10 years of experience, as shown by the following table:

Experiences in years	frequency	%
less than 5	11	35.48%
5 to less than 10	11	35.48%
10 to less than 15	7	22.58%
more than 15	1	3.23%
not clear	1	3.23%
total	31	100.00%

Part II: Questions that Related to Training Courses

**1 – Attending Training Courses**

By asking the sample whether they have already attend training courses, the vast majority of the sample responded was 90.32% who have attend training courses, while the simple ratio of only 9.68% answered not to attend any of the training sessions, as shown by the following table: The research sample distribution by attending training courses :

Attend training course	frequency	%
Yes	28	90.32%
No	3	9.68%
Total	31	100.00%

2. Training from the Sample's View:

By asking the sample for their view to training, they have chosen phrases that show they perceive it a means of self-development and skills development, and a means to support the upgrade to a higher level; in addition to being an opportunity to share experiences with others, and this reflects the positive view. Other phrases express a negative view such as changing the working atmosphere, and meet new faces, and to get rid of the burden of work, and to consider the training and the way to escape from working, or the tradition of the other staff came in in the last mattresses from the viewpoint of respondents, as shown by the following table:

The view	frequency	%
means of self-development and skills development	29	93.55%
Means to support the upgrade to a higher level	25	80.65%
Exchange of experiences with other	24	77.42%
Change the working atmosphere	5	16.13%
Meet new faces	12	38.71%
An opportunity to get rid of workloads	4	12.90%
a means of escape always and obligations	2	6.45%
The tradition of other employees	2	6.45%
Other	11	35.48%
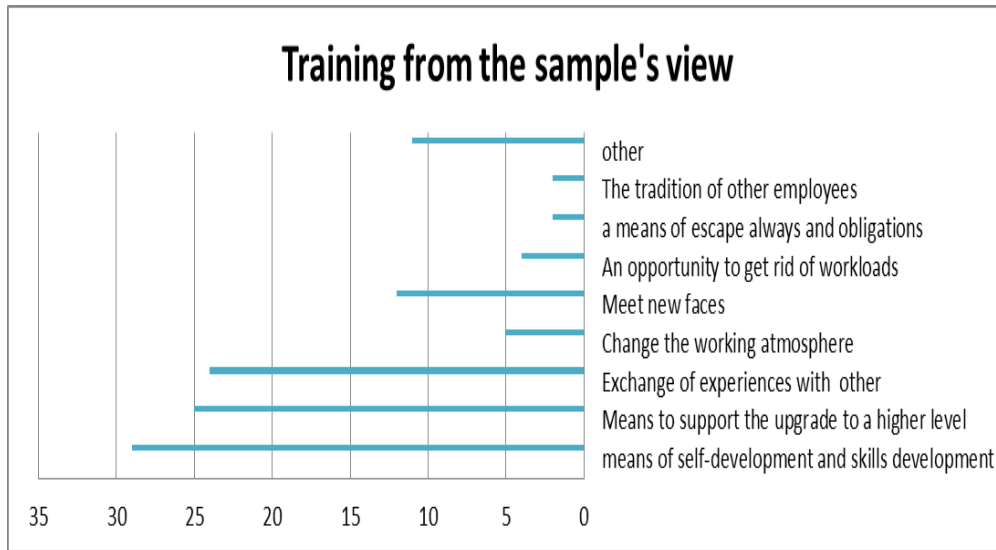
Training from the sample's view

By asking the sample about their point view of the training we find

Phrases	strongly disagree		disagree		Neither Agree, Nor Disagree		agree		strongly agree	
	freq.	%	freq.	%	freq.	%	freq.	%	Freq.%	%
means of self-development and skills development	0	0.0%	0	0.0%	2	6.5%	9	29.0%	20	64.5%
Means to support the upgrade to a higher level	0	0.0%	2	6.5%	4	12.9%	20	64.5%	5	16.1%
Exchange of experiences with other	0	0.0%	1	3.2%	6	19.4%	20	64.5%	4	12.9%
Change the working atmosphere	7	22.6%	14	45.2%	5	16.1%	2	6.5%	3	9.7%
Meet new faces	9	29.0%	5	16.1%	5	16.1%	6	19.4%	6	19.4%
An opportunity to get rid of workloads	10	32.3%	9	29.0%	8	25.8%	2	6.5%	2	6.5%
a means of escape always and obligations	14	45.2%	11	35.5%	4	12.9%	2	6.5%	0	0.0%
tradition of other employees	12	38.7%	14	45.2%	3	9.7%	1	3.2%	1	3.2%

Part III: questions related to the impact of training

Phrases	strongly disagree		disagree		Neither Agree, Nor Disagree		agree		strongly agree	
	freq.	%	freq.	%	freq.	%	freq.	%	Freq.%	%
training leads to improve performance	0	0.0%	6	19.4%	6	19.4%	11	35.5%	8	25.8%
Trainees employees feel a strong desire to apply what they have learned during the training	1	3.2%	5	16.1%	11	35.5%	5	16.1%	9	29.0%
After training employee feels his ability to use his creativity and insight in work	2	6.5%	5	16.1%	10	32.3%	9	29.0%	5	16.1%
employee's Morale goes up after the training programs end	1	3.2%	6	19.4%	10	32.3%	8	25.8%	6	19.4%
the organization spending on training achieve to the desired result	1	3.2%	12	38.7%	5	16.1%	9	29.0%	4	12.9%
training Leads the employee reduce his mistakes	2	6.5%	11	35.5%	7	22.6%	3	9.7%	8	25.8%
After training employee can find new methods to perform his work	1	3.2%	5	16.1%	7	22.6%	9	29.0%	9	29.0%
Organization allows employees to apply what they have learned in the training programs	1	3.2%	2	6.5%	7	22.6%	14	45.2%	7	22.6%
Managers show full willingness to help their employees to apply what they have learned	2	6.5%	5	16.1%	4	12.9%	12	38.7%	8	25.8%
Organization is follow employee's performance after training	2	6.5%	5	16.1%	7	22.6%	8	25.8%	9	29.0%

Phrases	strongly disagree		disagree		Neither Agree, Nor Disagree		agree		strongly agree	
	freq.	%	freq.	%	freq.	%	freq.	%	Freq.%	%
The employee provides full display of what he learned from training to his colleagues	1	3.2%	6	19.4%	7	22.6%	8	25.8%	9	29.0%
the work environment not help to the employees apply the new methods	1	3.2%	4	12.9%	6	19.4%	8	25.8%	12	38.7%
Management uses certain criteria to measure the improvement in the performance of its staff after training	2	6.5%	5	16.1%	4	12.9%	12	38.7%	8	25.8%
Senior management supports the human resources efforts	3	9.7%	4	12.9%	5	16.1%	12	38.7%	7	22.6%
Managers trying to make sure that what has been learned in the training being applied	1	3.2%	3	9.7%	5	16.1%	15	48.4%	7	22.6%
the trainees Forget what they have learned after the training period end	5	16.1%	6	19.4%	2	6.5%	12	38.7%	6	19.4%
The organization fosters training but does not follow up its findings on the performance of its staff performance	3	9.7%	7	22.6%	12	38.7%	8	25.8%	2	6.5%
Organization asks the trainee employee to teach other employees what they have learned	1	3.2%	9	29.0%	7	22.6%	11	35.5%	3	9.7%
raining is considered a formality does not bring any improvement in the level of performance	6	19.4%	7	22.6%	6	19.4%	7	22.6%	5	16.1%

Phrases	strongly disagree		disagree		Neither Agree, Nor Disagree		agree		strongly agree	
	freq.	%	freq.	%	freq.	%	freq.	%	freq%	%
the firm follow-up through direct observation of the performance of the employee	1	3.2%	9	29.0%	6	19.4%	13	41.9%	2	6.5%
the firm measured the change in the employee's performance of the trainee after the passage of time	2	6.5%	8	25.8%	6	19.4%	12	38.7%	3	9.7%
The training assessment done only by asking the trainee for their opinion	1	3.2%	8	25.8%	6	19.4%	11	35.5%	5	16.1%
Managers perceived the training as a core-need without looking at the results	1	3.2%	12	38.7%	5	16.1%	11	35.5%	2	6.5%
Managers are scared that the employees became better than them after training	3	9.7%	2	6.5%	9	29.0%	7	22.6%	10	32.3%
Managers compares the performance of the trainee after the training program end	2	6.5%	4	12.9%	6	19.4%	9	29.0%	10	32.3%
employees continue using the old methods in performing their jobs	2	6.5%	3	9.7%	4	12.9%	18	58.1%	4	12.9%
the firm Does not notice any development in the performance of staff usually after training	3	9.7%	2	6.5%	5	16.1%	16	51.6%	5	16.1%
Staff are upgraded as soon as they finish training	8	25.8%	7	22.6%	6	19.4%	4	12.9%	6	19.4%
Managers refuse to apply the new methods for any of their employees after training	4	12.9%	12	38.7%	4	12.9%	6	19.4%	5	16.1%

Results and Findings

From all of the above it is clear that managers provide the required assistance to their employees to apply what has been trained it, and this indicates that applying training is sensitive and very important stage because it requires an appropriate work environment which had to bridge the performance gap and change the behavior of individuals, where it is difficult to overcome this stage efficiently unless employee has not given full empowerment to apply the new skills learned.

As it turns out here the managers encourage their employees to apply what they learned such as new methods and seek to improve knowledge of their employees, but also noted that a lot of managers perceive training as a required basic need without concrete the results on the performance of their employees.

At the same time, studies show that the training helps to make the work more effectively and efficiently. On the other hand the study showed that the trainee employees have a strong desire to apply what they have learned as it provides an improvement in performance and the ability to use creative skills and reduce errors, and in this Spitzer said "the incentive training is when training provides a supportive environment for learning which enhanced by managers by personal support without criticism , with the importance of focusing on the strengths that stem from the willingness of the person rather than focusing on weaknesses which makes him feel incompetent, which eliminates all attempts " .

As well as the current study showed that employees forget after a period what they have learned if they do not translate what they learned into practices, indicating the importance of the applying what they learned after the completion of the training.

And for the link between training and the development in the performance is noticed that the majority of respondents believe that organization spending on training achieve the desired result , especially since the managers of the departments follow up the progress made in the performance of their employees either through direct observation or by measuring the change after given time .

It is well known that the lack of keenness of managers to monitor the performance of their employees directly hinders their ability to know the deficiencies that require training, where studies have shown that the absence or weakness of the follow-up performance processes are the primary cause of the problems that facing the 60% of organizations , as another study showed that 41% of employees believe that their managers do not have any impact on job performance, which actually means that the possibility of achieving the desired result in this situation is difficult.

The successful organizations that shape internal training policies based on granting employees significant opportunities to adopt their careers in order to achieve the goals effectively. Finally, the training is a type of learning, which is used in the education of theories and methods that can be employed in the preparation and implementation of training programs, so it must to retain this close and clear relationship the administrative leaders must look at it in complementary and parallel way and planning for the development of human resources, theoretical science does not employ without technical and applied behavioral skills, and the training without deepen knowledge cannot be effective.

Conclusion

Training in general is human activity is based on the improvement and development. The idea of training usually comes from indicators and signs that suggest the existence of the need to improve and develop the work and employees performance. The majority of the trainees and their point of view has been positive and they have strong desire for self-development and skills development and to support the upgrade to a higher level and to exchange experiences with others. It became clear that managers cooperate for the success of the training where two-thirds of the samples of managers were willing to help their employees to

apply what they have learned from the "training courses". It clear that the majority of managers are trying to make sure that what has been learned in the training has been applied. Many of the managers discovered that a high percentage of employees who have applied what they learned in training have shown positive results, as the proportion of errors significantly decreased and that the trainees have used new ways of doing their job as the results appeared more accurately and the finest and at shortest time. Finally, it became clear that a large percentage of organizations got a desirable return after enrollment training courses.

The main result of this study is training and development has a positive effect on the employee's performance which they are the main asset for the organization. So that training and development help the employees in increasing their performance to do their work in a better way and that will lead to the success of the organization itself. Training and development is for the benefit of both employees and organization.

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