

Impact Of Training Practices On Employees And Organization Performance In Telecommunication Companies, Republic Of Congo

Banzoussi Niaka Ursule Nudy

Department of Management Science, Marien Ngouabi University, Brazzaville, Republic of Congo
Email:banzoussi@hotmail.com

Abstract: The purpose of this study is to investigate the impact of training practices on employees and organization performance in Congolese telecommunication companies. Following the empirical framework, a survey was developed and data collected from four telecommunication companies. Results indicate that training practices have a positive linear relationship with employee and organization performance. Furthermore, training practices have positive and statistically significant effect on employees and organization performance. Training activities of competences development is the most important factor for employee and organization performance. The reason is that organization needs to acquire the new competences to be more competitive. For employees, training activities competences development allowed them to increase the degree of their employability as well as to improve their technical competences.

Keywords:-Training, employee performance and organization performance

I. INTRODUCTION

Human resources management policies are playing a leading role in the creation and preservation of competitive advantage in organizations. Among several policies of HRM, training policy plays a significant role in the development of human resources. The importance of training is well established with the existence of a training department in organizations. Telecommunication companies that are facing technological, economic, social... Do not remain on the sidelines of training practices. Training practices enable companies to improve and acquire skills that the company needs for her development. Skills development through training practices allows the company to create or preserve its competitive advantage in an environment increasingly unstable and requiring more and more qualified labor. This article focuses on the impact of training practices on employees and organizational performance in the telecommunication companies in the Republic of Congo. Located in Central Africa, telecommunication companies must ensure their sustainability by creating and maintaining their competitive advantage which requires the quality of human resources. Thus, they undertake several training programs related to their objectives. Training seen as an investment is difficult to assess. Therefore the question is to know the impact of training practices on employees and organizational performance. To answer this question, we will set a general objective analysis of training practices. This general objective derives the following specific objectives: to determine the relationship between training practices and employees performance; to determine the relationship between training practices and organization performance. To determine the effect of training practices on employees and organizational practices. This article will be structured into two parts: the first is devoted to the literature review on training practices as well as employees and organizational performance. In the second part, an empirical study will be conducted on the Congolese telecommunications companies.

II. METHODOLOGY

2.1. Hypothesis

Saleem and Mehwish [17] suggest that training is a major activity of Human Resources Development for employees' development. In this competitive world, training is the key strategy to achieve the organizational objectives. Niazi[14] said in his study that training is beneficial for both employee and organization. According to Barzegar and Shahroz [7], the most important impact of training on employees and organizational performance is to improve the quality and quantity of organization's output, increase the organization's profitability, and safeguard the organization stability. Singh and Madhumita [18] believe that training is an important means to improve the employees' productivity which ultimately affects the organization performance and effectiveness.

Training and Employees' Performance

Most of the previous studies provides the evidence that there is a strong positive relationship between human resource management practices and organizational performance [16]. According to Guest [12], training and development programs are the vital human resource management practices which positively affect the quality of the workers knowledge, skills and capability and thus results in higher employee performance at work. This relation ultimately contributes to supreme organizational performance. The results of Farooq. M & Aslam. M. K [11] study depicts the positive correlation between training and employees performance as $r=.233$. Thus, we can predict from this finding that it is not possible for the firm to gain higher returns without best utilization of its human resources. Moreover, the results of the study of Sultana. A, et.al. [17], conducted in telecom sector of Pakistan, states the R^2 as .501 which means that 50.1% of variation in employees' performance is brought by training programs. Further, the T-value was 8.58 which explains that training is good predictor of employee's performance. Training increases the productivity of employee, improves the services of the employee and brings the positive change in the organization. According to Brum [9] training is probably the hardest strategy to improve employee's determination towards the organization performance. Akhtar et al. [3]

discovered that training has an optimistic association between motivations along with job engagement involving personnel doing work in organizations. Muzaffar et al. [13] indicates that, to increase the employee’s performance, it is crucial to inspire the employees by means of satisfying the space in between skills necessary and the owned or operated by means of staff through delivering applicable training. Farooq and Khan [11] concluded that the role of the valuable training is to improve the quality of task process that brings improvement in the performance of employees. To test aforesaid arguments the study has proposed that: H1: Training practices have a positive impact on employees’ performance

Training and Organization Performance

Several studies conducted in European countries have documented the impact of training on organizational performance. Aragonn-Sanchez et al. [5] investigated the relationship between training and organizational performance by distributing a survey to 457 small and medium-size businesses in the United Kingdom, the Netherlands, Portugal, Finland, and Spain. Organizational performance was operationalized as (a) effectiveness (i.e., employee involvement, human resource indicators, and quality), and (b) profitability (i.e., sales volume, profit before interest and taxes, and a ratio of profit before taxes/sales). Results indicated that some types of training activities, including on-the-job training and training inside the organization using in-house trainers, were positively related to most dimensions of effectiveness and profitability. Bowra et al. [8] have found that successful organizations tend to progressively know that there are factors which contribute to performance of organization but human resource is definitely the most essential one. Aguinis and Kraiger [2] said that training improves the overall organization profitability, effectiveness, productivity, and revenue and other outcomes that are directly related to the training in improving the quality of services. Thang and Drik [19] argued that the success of organization is determined by human resources, definitely not physical resources and is highly endorsed to increase the organization’ investments in training in order to offer superior expertise, knowledge and features pertaining to employees rather than their competitors relationship between training and organization performance. Olaniyan and Lucas [15] believe that training enhances the employees’ capacity to contribute the optimal performance of the organization. Therefore, the study intended to test that: H2: Training practices have a positive impact on organization performance

2.2. Measurement development

All construct in the model were measured with multiple-item scales. A questionnaire from 20 items was designed to achieve the aim of this study. The questionnaires relating to the conceptual model of Training practices: Training Activities for Job Adaptation (TAJA) refers to giving new or current employees the skills they need to perform their jobs. It therefore involves showing employees what they have to do and how they have to do it. Training Activities for Job Evolution and Maintaining (TAJEM) refers to updating the skills according to job evolution, therefore employees can ensure to keep their job. Training Activities for Competences Development (TACD) can refer to the practice of equipping employees with skills, knowledge, and abilities, with the aim of building organizational capabilities and increasing organizational performance. Each of these independents variables were measured by a five point Likert-type scale, ranging from 1=strongly disagree to 5=strongly agree

Two other measures of performance were also employed: employee’s performance and organization performance like dependents variables.

2.3. Sample

Considering Congolese telecommunication companies as an object of the study, mainly relying on sent out 300 questionnaires in total and reclaimed 225 questionnaires. Actually, the rate of the call-back is 75 percent. There were 15 questionnaires answered incompletely and 10 questionnaires were randomly filled and all of them have been abandoned. Therefore, 200 questionnaires remained and the rate of valid call back is 66, 66 percent. Among the respondents, male counts for 41 percent with 59 percent; employees aged between 20- 25 4 percent, with 30.5 percent between 25-30 age, 33 percent for 30-35 of age, 13.5 percent between 35-40 of age, 11.5 percent between 40-45 of age, 5. 5 percent between 45-50 of age, 1.5 percent between 50-55 and 0.5 percent between 55-60 The telecommunication companies represented in the sample varied in size as measured by number of employees: 50-100, 9. percent; 100-150, 24.5 percent; 150-200, 41 percent; 200-250, 17 percent; 250-300, 8.5 percent.

III. RESULTS

3.1 Reliability and validity analysis

This study adopts Cronbach’s α value as a tool for reliability examination. The result of this study shows that all value of α are more than 0.7 (not reported here), which means high reliability. It also shows that every variable has a fairly good internal consistency. The results of factor analysis also show that factor loading of every question as being higher than 0.5 (not reported here). It means that the questionnaire used in this study performs a better construct validity. Pearson correlation coefficient (see Table1) shows a positive correlation between variables.

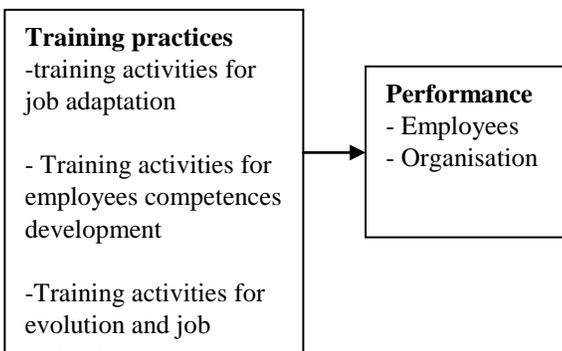


Fig.1. The relationships of the hypotheses above

TABLE 1
PEARSON CORRELATION COEFFICIENT

Training practices	Employee Performance $\alpha=9,49$	Organization performance $\alpha=8,50$
--------------------	---------------------------------------	---

Training activities for job adaptation $\alpha=7.28$	0.791(**)	0.757(**)
Training activities for competences development $\alpha=8.74$	0.839(**)	0.859(**)
Training activities for job development and maintain $\alpha=9.67$	0.739(**)	0.838(**)

**** Correlation is significant at the 0.01 level (2-tailed).**

3.2. Regression analysis

In order to test the causality of the construct, regression analysis was used to confirm whether the dimensions of training practices could enter the regression equations of employee and organization performance. When we took the three dimensions of training practices: training activities for job adaptation, training activities for competences development and training activities for job development and maintaining, only training activities for job adaptation and

training activities for competences development entered the regression equation. The regression coefficients were: .839 and .228 which explained 84.6% a total of variance. Among both, training activities for competences development made a greatest contribution on employee performance, followed by training activities for job adaptation. The regression results analysis were provided in tables 2 and 3. These results support, the hypothesis H1a: Training activities for job adaptation has a positive and statistically significant effect on employee performance. H1b: training activities for competences development has a positive and statistically significant effect on employee performance. And this study can obtain regression equation: $-1.27 + .638X$ training activities for competences development + $.228X$ training activities for job adaptation. However, training activities for job development and maintaining did not enter regression equation which indicated this dimension has no direct effect on employee performance. H1c was not supported.

TABLE 2
 MODEL SUMMARY

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate	F	P
1	0.839	0.704	.702	0.54565479	470.370	0.000
2	0.846	0.715	.712	0.53629726	247.449	0.000

TABLE 3
 RESULT OF REGRESSING FACTORS ON EMPLOYEE PERFORMANCE

Model		Unstandardized Coefficient		Std Coeff	t	sig
		B	Std error	Beta		
1	Constant	-2.38	0.039	-	0.000	1.000
	TACD	0.839	0.039	0.839	21.688	0.000
	Constant	-1.27	0.038	-	0.000	1.000
2	TACD	0.638	0.081	0.638	7.900	0.000
	TAJA	0.228	0.081	0.228	2.823	0.005

When we took the three dimensions of training practices: training activities for job adaptation, training activities for competences development and training activities for job development and maintaining, only training activities for competences development and training activities for job development and maintaining entered the regression equation. The regression coefficients were: .859 and .379 which explained 88% a total of variance. Among both, training activities for competences development made a great contribution on organization performance, followed by training activities for job development and maintaining. The regression results analysis was provided in tables 4 and 5. These results support, the hypothesis H2b: Training activities for competences development has a positive and statistically significant effect on organization performance. H2c: training activities for job development and maintaining has a positive and statistically significant effect on organization performance. And this study can obtain regression equation: $9.04 + .532X$ training activities for competences development + $.379X$ training activities for job development and maintaining. However, training activities for job adaptation did not enter regression equation which indicated this dimension has no direct effect on organization performance. H2a was not supported.

TABLE 4
 MODEL SUMMARY

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate	F	P
-------	---	----------------	-------------------------	----------------------------	---	---

1	0.859	0.738	0.736	0.51349843	556.701	0.000
2	0.880	0.774	0.772	0.47747193	337.941	0.000

TABLE 5
RESULT OF REGRESSING FACTORS ON ORGANIZATION PERFORMANCE

Model		Unstandardized Coefficient		Std Coeff	t	sig
		B	Std error	Beta		
1	Constant	6.11	0.036	-	0.000	1,000
	TACD	0.859	0.036	0.859	23.595	.000
2	Constant	9.04	0.034	-	0.000	1,000
	TACD	0.532	0.067	0.532	7,937	0.000
	TAJDM	0.379	0.067	0.379	5,657	0.000

IV. DISCUSSION

The purpose of this research is to investigate the impact of training practices on employee and organization performance in Congolese Telecommunication companies. Training practices can be classified in term of training activities for job adaptation, training activities for competences development and training activities for job evolution and maintaining. The results supported most of the hypothesis and indicated that training practices have a positive linear relationship with employee and organization performance. Furthermore, training practices have positive and statistically significant effect on employees and organization performance. Training activities for competences development is the most important factor for employee and organization performance. The reason is that organization needs to acquire the new competences to be more competitive. For employees, training activities for competences development allowed them to increase the degree of their employability as well as to improve their technical competences. Training activities for job evolution and maintaining allowed organization to invest on the future in order to face the challenges of his environment that is more and more unpredictable. Mobility and loyalty of employees are encouraged through training activities for job evolution and maintaining. Training activities for job adaptation improve service quality of employee which has effect on customer satisfaction.

V. CONCLUSION

Training is a key element for improved performance; it can increase the level of individual and organizational competences. It helps to reconcile the gap between what should happen and what is happening, between desired targets or standards and actual levels of work performance. Training need is any shortfall in employee performance, or potential performance which can be remedied by appropriate training. There are many ways of overcoming deficiencies in human performance at work, and training is one of them. Although the study looked into the role and impact of training on employee and organization performance in Telecommunication sector nevertheless it can also be implemented in other sectors as well. Training enhances skills, competency, ability and ultimately worker performance and productivity in organizations. It followed that organizational success relied on the skills and abilities of their employees, and this means that organizational success

depends to an extent on considerable and continuous investment in training. This would ensure an adequate supply of staff that is technically and socially competent and capable of being developed into specialists for the relevant departments or management positions. Within the organizations, there is a continual need for the process of staff development, and training fulfils an important part of this process.

ACKNOWLEDGMENT

I would like to thank Professor Lu Xiang Nan of the Department of Management, Zhejiang University, Hangzhou, China, for her invaluable support and insights.

REFERENCES

- [1] Afshan Sultana et al.2012.Impact of training on employee performance: A case study of telecommunication sector in Pakistan. Interdisciplinary Journal of Contemporary Research in Business. Vol 4 No. 6. PP. 646-661
- [2] [Aguinis, H. & Kurt, K. 2009.benefits of training and development for individuals and teams, organizations, and society. Annual Review of Psychology., 60:451–74
- [3] [Akhtar, M. F., Ali, K., Sadaqat, S &Hafeez, S. 2011. Extent of training in Banks and its Impact on employee's motivation and involvement in job. Interdisciplinary Journal of Contemporary Research in Business, 2(12): 793-806.
- [4] Aldamoe, A. M. F., Yazam, M. Ahmed, B. K. 2012. The mediating effect of hrm outcomes (employee retention) on the relationship between hrm practices and organizational performance. International Journal of Human Resource Studies. 2(1): 2162-3058
- [5] Aragon-Sánchez A, Barba-Aragon I, Sanz-Valle R. 2003. Effects of training on business results. International Journal Human Resource Management. 14:956–80

- [6] Armstrong, M. 2010. A handbook of Human Resource Management Practice. 11th Edition London: Kogan Page Limited. performance.Economics& International Business Research Conference,1-31
- [7] Barzegar, N. & Shahroz, F. 2011. A Study on the Impact of on the job training Courses on the Staff Performance (A Case Study). Social and Behavioral Sciences., 29 (2011) : 1942 – 1949
- [8] Bowra, Z. A., Sharif, B. & Niazi, M. K. 2011. Impact of human resource practices on employee perceived performance in banking sector of Pakistan. African Journal of Business Management, 6(1): 323-332.
- [9] Brum, S. 2007. What Impact does Training have on Employee Commitment and Employee Turnover? Schmidt Labor Research Center Seminar Research Series., University of Rhode Island.
- [10] Dessler, G. (2000). Human Resource Management. Prentice Hall, 8th Edition.
- [11] Farooq, M. & Khan, M. A. 2011. Impact of Training and Feedback on Employee Performance. Far East Journal of Psychology and Business. 5(1): 23-33.
- [12] Guest, D. 1997. Human resource management and performance: a review and research agenda. International Journal of Human Resource Management, Vol. 8 No. 3, pp. 263-76.
- [13] Muzaffar, M. U., Salamat, S. H. & Ali, M. M. 2012. Impact of Trainings on Employees Outcome in IT Sector Pakistan. Global Journal of Management and Business Research, 12(6): 20-26.
- [14] Niazi, S. A. 2011. Training and development strategy and its role in organizational performance. Journal of Public Administration and Governance. 1(2): 2161-7104
- [15] Olaniyan, D. A. & Ojo, L. B. 2008. Staff Training and Development: A Vital Tool for Organizational Effectiveness. European Journal of Scientific Research, 24(3): 326-331.
- [16] Purcell, J., Kinnie, N., Hutchinson, S., Rayton, B. and Swart, J. 2003. Understanding the People and Performance Link: Unlocking the Black-Box. Research Report, CIPD, London.
- [17] Saleem, Q., Shahid, M. & Naseem, A. 2011. Degree of influence of training and development on employee's behavior. International Journal of Computing and Business Research, 2(3): 2229-6166.
- [18] Singh, R. & Mohanty, M. 2012. Impact of Training Practices on Employee Productivity: A Comparative Study. Interscience Management Review. 2(2): 2231-1513
- [19] Thang, N. N., & buyens, D. 2008. Working paper training, organizational strategy, and firm