

The Role of Training and Development on Organizational effectiveness

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Abstract

The aim of this study is to investigate the relationship between training and development with organizational effectiveness. The research data is collected by developing questionnaire, the research is of qualitative method which tends to address the quality of things in a depth rather than numerical data about the questionnaire, its composed of two parts, the first one interested in collecting personal data, which the second section is shining light on the areas of (training, development and organization effectiveness) the sample were both male and female. The researcher had collected the data at private universities by using a random sample, 120 questionnaires were delivered to different levels of employee at private universities and 102 of them responded to it, the analysis was undertaken by using SPSS. In this study, the researchers tried to shine a light on the training and development and how they can affect effectiveness of an organization for which the researchers decided to choose private universities to distribute my questionnaire and receiving them after they have filled it. the first research question that the researchers have found there is relationship between training and development and also the second research question that the researchers have found that there a direct impact of development programs on the organizational effectiveness and its progress and development is essential for an effective organization.

Keywords— Training, Development, Organizational Effectiveness, Private Universities.

I. INTRODUCTION

The aim of this study is to investigate the relationship between training and development with organizational effectiveness (Abdullah & Othman, 2019). Training is an important part of human resource management, it has been increasingly important nowadays to develop staff activities and support them in terms of their physical abilities and their kind of thinking toward subjects and ideas with the main aim of increasing the productivity (Anwar &

Abdullah, 2021).

Training together with development are basic structures to a rewarding organization, existence and continuation of an organization depend on these (Gardi et al. 2020), that cannot be withdrawn or left behind and its noticeable in every time and area, to offer the staffs the needed information and give them continuous feedback about Humans (Demir et al. 2020) are considered very important of these resource that is most dependable if you train them well and in an

academic way (Top & Ali, 2021). The extend of better achieving products in general in closely linked to working people abilities and their efforts. Although one can easily notice in the developed countries there is use of many advanced and new technology, but human resource dose not evaporate and it's a great debate (Prabhu et al. 2020).

As a general training and development may show the hided skills and make maximum use of it to assist in a greater effectiveness in the organization (Anwar & Shukur, 2015), Training and development collectively assist in increasing the information's provided, skills and the way that they think to show a result that can affect the organization and to motivate the employer to enter a competitive state (Sultan et al. 2020), and it's important to mention that choosing a right training way is essential, in a proper way that could benefit the staffs and the organization progress itself (Abdullah & Othman,2015). Also, we can say that training is a basic to an organization that many authors admitted that in their study (Gardi, 2021).

Training is not only to train the workers physically and mentally for the sake of the organization but also, it's a fertile media for graduation of many skilled people (Ismael et al. 2021).

Training is considered as education and instructions given to the employee at any time needed to improve this current status of skills and information, for a better outcome (Anwar & Abd Zebari, 2015). Without an effective training, employees cannot manage their business in a proper and standard way (Anwar & Surarchith, 2015). In other terms training is a series of activities given to the employees with efforts to change their own way of thinking and their current knowledge about specific issues (Othman et al. 2019), to grow the individual skills and performance to achieve the demands of the organization (Khan & Abdullah, 2019). A training system that's properly organized is the cornerstone for important skills required to do diverse tasks (Othman et al. 2019) and encouragement of employees (Anwar, 2017). Each training activity should be given as required (Ali, 2021), very well organized in a systematic way and updated (Ali, 2020); the training program should also involve the persons who have direct managerial responsibility to involve human resource management techniques into the process (Anwar, 2016).

The improvement of personnel and the level of productivity in any organization can be done by material, social, intellectual and mental training (Abdulla et al. 2017). Therefore, training needs to be relevant of the contacts of the school administrators (Anwar & Balcioglu, 2016). Acquirement of knowledge, including the ability, the skill (Andavar et al. 2020), the understanding and the information, is needed for effective and efficient

performance of functions of every individual (Abdullah & Abdul Rahman, 2015). Machines, materials and funds are important, but nothing equals human resources, obviously, no action can be taken without human intervention. Hameed & Anwar, (2018), argued that: Employees, for a given task or job, require the development of the knowledge, skills and attitudes which come from a systematic training (Damit et al. 2019). This can be administered in variety of ways, within and without the office and its working hours. Anwar & Ghafoor, (2017), explained that improvements of the overall effectiveness and profitability of an organization can be achieved through staff training and development (Prabhu et al. 2020). Anwar & Climis, (2017), then, supplied a systematic approach to training which encloses the main elements of training (Faraj et al. 2021). The successful and effectiveness of an association depend on people who organize and work within the association. Accordingly, the success of the organizational goals will rely on the training and skills of the personnel of the organization. To take account of this, organizations tailor different level of training programs to suit the different level of man-power (Prabhu et al. 2019). Frequently, the identification of training needs is being made through individuals and organizational assessments before organized efforts from training or development programmers. An evaluation (Anwar & Qadir, 2017), which comes after the training and development programmers, is carried out to determine whether the goal has been achieved in line with identified needs (Abdullah & Rahman, 2015). It is worth mentioning that the development of individual, who establish the organization, coincides with organization development (Ali, 2016). It is obvious that the success of organization requires personnel to have the right skills and knowledge (Abdullah, 2019).

Training is a main tool of human development. The process of expanding people's choice is attained through human development. As a general principle, these choices change over time indefinitely (Anwar & Louis, 2017). However, nothing can be achieved without three essential requirements for the personnel; along and healthy life; knowledge and skills; and access to resources for a decent life (Ali & Anwar, 2021). Human development income is the only options that will progress the personnel of human according to human concepts. The expansion of income and wealth are required along with the development (Khan & Abdullah, 2019). The achievement of common goals for administration includes the design and care of an environment for high quality performance (Anwar & Abdullah, 2021), it is clear that administrators are required the well skilled and trained people for successful achievements. The incorporation of training to organization or institution is important to direct and lead people to have

the skills and knowledge (Prabhu et al. 2020). The evaluation of organization products is determined through efficient and effective training. In the modern world the progress and investment in training are necessary (Ganeshkumar et al. 2019). Based on that, the development and the staff training are no longer to be exaggerated. Though, the staff development programmed for employees are essential for organization. The existence of incompetence, inefficiency and effectiveness problems are from lack of these programmed (Abdullah & Afshar, 2019). Explained that the growth and maintenance of individual and organization can be built by training and development aims. Abdullah & Rahman, (2015) proposed the need for training and development is a continuous process.

Human is dynamic in nature; human projects are required to develop the staff with the continuous and new methods of training. G Ali et al. (2021) have mentioned the importance of infinite value of training and development. It is important to look for more and new techniques and skills for advanced achievement in training (Abdullah, 2018). However, school administrators recognize that the training is clearly required for the development of individuals parallel to assist the workers with productive capacities. Training is one of the great tools to establish organization conditions which lead to strive for better personnel performance. Saleh et al. (2021) have also explained the benefit of training for an organization. They clarified the purpose of training as follow: “increase productivity, improves the quality of work; improves skills, knowledge, understanding and attitude; enhance the use of tools and machine; reduces waste, accidents, turnover, lateness, absenteeism and other overhead costs, eliminates obsolescence in skills, technologies, methods, products, capital management etc (Othman & Abdullah, 2016). These skills bring the performance of officers to the level of the job; provide modifications of new policies and guidelines; helps people for accomplishment, expands man power progress and certifies the endurance and development of the innovativeness. Abdullah & Othman, (2016) believes that the functions of training can be classified as follow: deliver the skills, information and talents require starting the job successfully, develop the workers having energy potentials. The progress and increasing efficiency can be done through reducing ruined work, mismanagement of machines and decreasing physical dangers (Abdullah & Othman, 2021). In addition to that the reasonable compensation to the management’s failure will help the employees to develop and drive emotionally, along the same line, the failure of the management to clarify the requirement of the skills and knowledge for the employees that having lack of information technology (Abdullah & Abdul Rahman, 2015). The employees do not hold the physical and mental ability to relate the knowledge and

skills and the tools are used to meet the requirement and objectives of the position. In conclusions, all above mentioned problems have direct effects on the performance of the employees of an organization (Anwar & Abdullah, 2021).

II. LITERATURE REVIEW

The Concept of Training and Development

Training with development together is that section of human resource management that are basic to each other and complete each other, they are depending on the other, it means both of them can be offered to the employee at the same time with the total aim of increasing products (Anwar & Shukur, 2015), and this is done by improving and supporting current employee skills (training) and plans for the future (Anwar & Abd Zebari, 2015). Training and development could be offered together or can be directed each one separated from the other, it not essential for them to occur in the same time (Anwar & Surarchith, 2015). Both of them are basic forgetting an accepted human resource management. Anwar, (2017) states, that an organization tries to support their employee abilities to hit the target, while development the staffs are supposed to get more responsibilities and future plans that they were employed for, and take part in the organization according to their efficiency. Anwar, (2016) states that trained staffs are best prepared for the coming years, to build bright future while working hard for it in the current. They will be the main source of energy to their organization, and anything cannot stop what they planned for it (Abdulla et al. 2017).

Training and Development

Both of them are sections in human resource management with the aim of increasing an organizational ability to produce a good outcome. It has different names as employee development, human resource development, development and learning (Anwar & Balcioglu, 2016). Training is said to afford a continuous improvement in human abilities, skills, and thus changing their style of thinking and interaction with customers. (Hameed & Anwar, 2018).

Thus, training involving in planning for preparing different learning techniques for the staffs with the aim of increasing their ability to reach the targeted goal. While development is interested in understanding the mechanisms of things, and future issues not only current process as a general, it seeks future demands and it occurs over longer period of time than training which is happening at the present time and deals with every single staff responsibility (Anwar & Ghafoor, 2017).

Development

It's that section of human resource management that seeks change in direction of the current status of staffs and the whole organization to support more growth and it's for general purpose (Anwar & Climis, 2017). Development theory deals with the issues happening now, the situations in this time, and to revise them in case if there exists a defect, or there may not be any defect just to improve and support the staff working quality to reach the aimed goal as planned for, Or otherwise there may be a current problem detected during this development process, then efforts made to return them into a state of normality and even seeking better performance and involving series of new styles and changes so that be updated (Anwar & Qadir, 2017).

Types of training

As a general we have 2 types of training in business (on the job and off the job) training, these are mentioned by (Anwar & Louis, 2017). About on the job training, it's that kind of training that is held by managers and supervisors to improve staff skills and support their own knowledge. Armstrong (1995) states that on the job training consists of giving lessons to trainees by skilled and experienced staffs given to others that's included in the job, not outside the nature of the job, or organizing it in other ways by preparing seminars or an effective distribution between staffs to teach other collectively (Anwar & Abdullah, 2021).

On the job training

As Anwar & Abdullah, (2021) thinks that on the job training is that basic mean of an effective and concentrated training in most areas of dealing with money, administration, being a practical manager and etc. so that the employee is able to receive these lessons and respond to it in a good manner and apply it simultaneously when he is working daily in that area. Armstrong dislikes on the job training because he thinks the lessons may not be so effective and responsive and the teachers or trainers may not be so efficient to give a satisfying coach that's is sufficient for the employee to apply it practically. Also, it may dislike his fellows as trainers and he is bored of the place he is working in it that may affect his ability to understand (Anwar & Abdullah, 2021).

To overcome this problem, trainers must be included in repeated courses of an effective teaching and tip giving (Anwar & Shukur, 2015). Regarding on-the-job training which was present before many years before other types of training here a person or an employee who have experience give instructions and guide other people in the organization in the workplace, the trainer gives specific advises and topics and the one who is receiving training should respond properly and reflected though his actions (Anwar & Abd

Zebari, 2015).

Off-the-job Training

As Anwar & Surarchith, (2015) stated, off-the-job training including training away from the field of the job and the working environment, examples include seminars, conferences, performing the training in the worksite in conference rooms, group teaching and discussion. It's away from the job circumstances, but they would learn to get appropriate training just like that of the working place but in a different place, special environment is arranged so that to have a chance of maximum interaction between trainers and trainee (Anwar, 2017). This special kind of training is done away from the working environment, special kind of advanced skills and preparations are needed for proper guiding employee in the right way and in the suitable place (Anwar, 2016).

Organizational effectiveness

Generally, Organizational effectiveness is a well-known word used in the field of research and practice. Regarding the research line, this term is back to the time of industrialization and the age of scientific management. In olden times, organizational effectiveness was recognized as a tool to measure the productivity and/or profits (Abdulla et al. 2017). Explained that the structural of organizational effectiveness was used to explore the achievement of goals and was sometimes called organizational success and worth. Large number of research articles and publication books were written in the 1960s through the 1980s, but fewer articles were written during the 1990s. In spite of that, Goodman, Atkin and Schoorman (1983) developed and suggested large empirical studies as indicators in the area of like productivity and safety. The given suggestion and implementation for the organizational effectiveness terms were due to the lack of agreement of the definition, framework, or assessment method of organizational effectiveness between the researchers and Scientifics (Anwar & Balcioglu, 2016). The characteristic and properties of organizational effectiveness for different organizations, after the proposed development, become a matter of research among researchers (Hameed & Anwar, 2018). However, different studies have concentrated on the theoretical concepts of the organizational effectiveness to investigate the capacity, frame, either the multidimensionality from the definition (Anwar & Ghafoor, 2017).

III. METHODOLOGY

A quantitative method used to gather relevant information regarding the relationship between training and development with organizational effectiveness at small and medium enterprises in Kurdistan region of Iraq. Methods comprise the procedures used for generating, collecting and

evaluating data. The researchers gathered data for the study through distributing questionnaires as primary data. Questionnaire was prepared and distributed to employees in different small and medium enterprises in Erbil. Secondary data was needed for conducting research work collected from recent academic articles, books and previous studies related to the relationship between training and development with organizational effectiveness. The study

was carried out in small and medium enterprises in Kurdistan region of Iraq. The participants of the present study were 102 staff from different small and medium enterprises in Kurdistan region of Iraq. The sampling technique will be random sampling method, where all employees from the small and medium enterprises had equal chances of being selected for the sample.

IV. FINDING AND DISCUSSION

Table 1-Descriptive Statistics

Questions	N	Min	Max	Mean	Std. Deviation
Q1- Our organization conducts extensive training programs for its employees in all aspects of quality.	102	1.0	5.0	3.200	1.362
Q2- Employees in each job will normally go through training programs every year.	102	1.0	5.0	2.917	.9793
Q3- Training needs are identified through a formal performance appraisal mechanism.	102	1.0	5.0	3.267	.9543
Q4-There are formal training programs to teach new employees the skills they need to perform their jobs.	102	1.0	5.0	3.533	1.2949
Q5-Training needs identified are realistic, useful and based on the business strategy of the organization	102	1.0	5.0	2.933	1.4364
Q6-Job security and stability are guaranteed to employees	102	1.0	5.0	2.300	1.4992
Q7-Development focuses on problem solving and decision making	102	1.0	5.0	3.333	1.2442
Q8-A trainee has been given an opportunity to perform learned skills	102	1.0	5.0	3.150	1.0387
Q9-Self-confidence is built through feedback and positive reinforcement	102	1.0	5.0	3.067	1.3884
Q10-Employees are assisted in planning their career advancement	102	1.0	5.0	3.333	1.0840
Q11-Career progression is based on individual work performance	102	1.0	5.0	2.833	1.0750
Q12-A trainee is encouraged to raise questions during development	102	1.0	5.0	3.200	1.2045
Q13-In my opinion training and development help me to increase organizational effectiveness	102	1.0	5.0	3.150	1.5495
Q14-The training I received helped me to enhance high quality of product/service effectively	102	1.0	5.0	3.000	1.2351
Q15-The training provided by my organization helped me to improve quantity effectively	102	1.0	5.0	3.167	1.1669

Q16-I feel the development enables me to improves skills, knowledge, attitude change, new capability	102	1.0	5.0	2.850	1.3126
Q17- In my opinion development helps me to enhance the use of tools and machine, operational safety	102	1.0	5.0	3.217	1.4272
Q18-After effective training I feel it reduces possible accidents	102	1.0	5.0	3.500	1.3716
Q19-The training and development reduce lateness, absenteeism	102	1.0	5.0	3.450	1.2272
Q20-The training provided helped me to eliminates obsolesce in skills	102	1.0	5.0	3.333	1.2305
Q21- In my opinion development helps me to reduction in errors	102	1.0	5.0	3.650	1.2049
Q22-in my opinion training and development helped me to reduce frequency of supervision accordingly increases effectiveness	102	1.0	5.0	3.467	1.1712
Q23- In my opinion training helps me to reduction in turnover	102	1.0	5.0	3.533	1.1270
Q24-I feel a string sense of belonging to this organization and the development helps me to improve effectiveness	102	1.0	5.0	3.100	1.1889
Q25-In my opinion training and development help me to increase job satisfaction accordingly increases effectiveness	102	1.0	5.0	3.433	1.4540
Valid N (list wise)	102				

V. CONCLUSION

In this study the researchers tried to shine a light on the training and development and how they can affect effectiveness of an organization for which the researchers decided to choose private universities to distribute my questionnaire and receiving them after they have filled it. The first research question that the researchers have found there is relationship between training and development and also the second research question that the researchers have found that there a direct impact of development programs on the organizational effectiveness and its progress and development is essential for an effective organization. Training is interested in those various teaching tools and prestigious advises given to employee to examine their current skills and knowledge's and to improve them at the same time for the sake of successful organization. Training and development consist of prepared plans and ways to assist the employee in the means of their current skills, behaviors and their way of acting in the working environment. Both of them are vital for producing valuable products and professional employee. The researchers

conclude that there should be updated instructions and training programs specially for old workers. Regarding organizational effectiveness, is when every employee preoccupied with proper demanded knowledge making him/her able to reach the goals with a minimum of energy and resources that are accepted by standards of the organization. Organizational development implicates many processes in a long term that aims for a healthy behavior inside the organization and collaborative participation of the managers and employees. Development and organizational effectiveness are closely linked to each other, without a healthy development program an effective organization would never exist.

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