

Analysis of Impact of training on employees' performance using SPSS- A case of Da Afghanistan Bank

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Abstract

To find out the impact of training on the performance of employees, the research work takes into account a total of 100 respondents at various Departments of Da Afghanistan Bank (the Central Bank of Afghanistan) which serves as the sample for the study. statistic tool i.e. SPSS has been used to check the reliability and consistency to ascertain the usefulness and influences of training on the performance of employees. The results indicate that skill and quality of the human capital in an organization has a significant role. Successful administrations, well-trained managers, understanding the significance of workforce and well-educated employees are the main factors in gaining a competitive advantage in today's dynamic scenario. Study further shows that an efficiently implemented training program leads to a better employee performance. Therefore, every organization should seek to develop its workforce quality having a direct impact on the betterment of an organization. Because improvement in employees' performance leads to the success of an organization. Moreover, the study unfolds that the employees' demand of further training and development programs for the enhancement of their existing skills.

Keywords: Training, Employees performance, Da Afghanistan Bank, workforce

1. Introduction

The research work recognizes the effects of training and development on employees' performance in Da Afghanistan bank (DAB) which is the central bank of Afghanistan. analyzing the key training factors that lead to improvement in job performance of employees. Job performance can be enhanced through multiple factors monetary i.e. (salary) and non-monetary incentives i.e. (advanced education, training, workshops) moreover, this paper provides managers with an insight of an important aspect of designing training programs to ensure higher employee productivity.

The core objective of the research is to suggest the imperative to improving the technical and personal skills of an employee, as well as developing his/her management skills. The appropriate amount of timely training and development leads to increased employee productivity, knowledge, and organizational commitment which has directly reflected on work force performance and contributes to its betterment (Analoui, 1994).

This study is quantitative in nature. Data for the paper have been collected through primary source which are from questionnaires surveys. The data have been checked through statistical software to find the impact of training and development on employees' performance on central bank of Afghanistan (DAB). two variables are there in the research (Training and Development) being Independent and (Employees' performance) being Dependent. The required data has been collected using questionnaire as a statistical instrument at Da Afghanistan bank focusing on the employees who attend the training and development programs provided by DAB's human resource department to identify whether the conducted training is beneficial, and to ascertain the impact of the development program on the performance of employees.

Da Afghanistan bank has been chosen as the focal point for the research work, due to the fact that DAB is the regulator of the outright banking system of Afghanistan, playing a significant role in the service sector and other economic activities of Afghanistan. Therefore, an effective training needs assessment (TNA) along with an efficiently launched training program could help enhance DAB human resources' efficiency, putting it in a better position to analyze its employees' capabilities and direct them as per the regulations of that particular organization.

The study holds importance, because it focuses on analyzing the parameters of training on employees' performance in an organization, which is beneficial nowadays for workforce' stability and enhancement, if the employees are not skilled enough and well-trained it could lead to an interception to goals set by an organization. Therefore, this research tries to discover the impact of training employees' performance taking into account DAB as sample.

1.1. Background to the study

The fiscal and managerial growth leads to economic growth in most of the developed countries i.e. China, japan, USA, and Britain. The main factor serving as an amplifier of development in corporate and banking sectors has proven to be due to skilled, knowledgeable and well trained staff.

Similarly, by observing the energetic and newly established workforce of DAB can achieve an economic and administrative goals through investing on their workforce development and provision of training required for the employees to upgrade their abilities and skills. The the governor of DAB is taking satisfactory steps to guarantee that employees obtain the necessary professional and academic skills.

Despite provision of the capacity building environment to the employees by DAB since the bank has established nonetheless, the employees have not been able to work as per the

expectations. back in 2015 DAB decided to set up a special capacity development department with the financial aid of Swedish embassy, as a result DAB has succeeded to inaugurate the training center on Feb, 09, 2005. Ever since, almost all the procedures and policies have been changing as per the market needs.

Since 2005, the working procedure have changed in two ways based on the requirements, as procedure and standards are changing, therefore, it is necessary to cover the DAB's prime responsibilities that are to have all the needed resources i.e. human, physical and natural resources, similarly, to have merely resources is not enough, because an organization should outline structured capacity building platforms.

Back in 2005, DAB has started to hire international trainers and consultants to train its employees both on the job and off the job. when DAB realized that its senior employees are getting skilled, the bank started using them as trainers and mentor for the subordinates. In that point of time there were no proper consultancies and institutions. DAB have had cooperation with a few national and international banks, i.e. Central Banks, International Monetary Fund, the World Bank and other international institutions controlled and regulated by the IMF and the World Bank.

DAB have had both local and overseas capacity building programs and training centers, following both with its plan and procedures in late 2016, training and development drafted policy for training, education and internship at time and even had some internal capacities of human resources that were involved in providing trainings. On the other hand, DAB have had a few educational scholarships for the employees to study abroad, almost 35% of the employees are educated in higher education from different countries.

Similarly, in 2016 DAB started negotiation with the World Bank to provide financial aid to enhance the capacity building of DAB's employees, the agreement was signed, under some rules, regulations and policy.

1.2. Purpose of the study

1.3. Objectives of the study

The below sentences focus on the research objectives:

1. Assess the efficiency of such training and development programs.
2. Notice that if the current training program influenced at employee's performance.
3. Assess the impact of Training and development in term of boost up the morale of the employees

1.6. Significance of the research

The study mainly focuses on finding the effects of training program on the performance of DAB's employee and their Productivity. since, the research work ascertains key factors that serve as major influencers of the performance of employees, therefore this paper provides helpful

insights to the procurement department of DAB to enhance the employees' skills by providing training & development programs.

While an organization realizes that there is need for expansion in the job or to bring changes in the type and model of working, on that time the training and development becomes more inevitable for them. It may happen often times that an organization embark on job enlargement and enrichment to promote employee's moral, satisfaction, commitment and motivation but in the fact the real key for a better performance in an organization is its human capital the more knowledgeable and skilled employee can lead the organization in a better position because of their capacity development.

We can feel the importance of this study because in contemporary world most of the organizations are striving to gain competitive edge and there is no possibility without increasing employee's competencies, capabilities, skills and etc. through adequate training designs. However, the result of current study is useful for management in order to recognize the challenges effects of employees training on organizational performance, hence identifies the areas and weaknesses where improvement can come through conducting training and development programs.

2. Methods and Instruments

Methodology is the process of gathering the needed information and data for the purpose of research in which a researcher is going to investigate and uncover new body of knowledge, to test the already conducted hypothesis and to solve a problem, it gives us the idea on what methods/process the researcher is going to use in his/her research to achieve research objectives.

This research is comprised of Sample and Sampling technique, Procedure for Data Collection, Questionnaire and scope and limitation of the study. The sample is taken from both male and female managers and operational managers working in Da Afghanistan bank central office.

2.1. Background information

This study used quantitative approach, data was collected using a questionnaire as the survey instrument which is designed to ensure high-quality results while minimizing the chances of bias. The survey was conducted at various managerial levels at Da Afghanistan banks central office in Kabul.

The instrument was a 25-item questionnaire with three sections captioned as follows: socio demographic characteristics of the respondents, training impacts and performance of employee. The total population for this study is some of (DAB) employees. The sample was made up of 100 employees from the seven selected departments of central bank which is consist of supervision, Finance, internal audit, Information technology, FIU, Market operation and Risk management departments. The validation of the questionnaire is attained by subjecting its draft to my respected supervisor and he added his beneficial comments for the betterment of its final copy.

Moreover, Gay, Mills and Airasian (2009) give details about the strength of quantitative research which is the opportunities that it provides researchers to interact and collect data directly from their research participants to recognize a phenomenon from their viewpoints. But if we see the research approach, qualitative research carries the rareness because it does not give conclusion in advance. It is often viewed as a scientific methodology of management sciences research (Taylor, 1998).

2.3. Sample and Sampling technique

Sampling refers to the selection of a given number of subject from a defined population as representative of that population (Sekran, 2004). population calls upon those individuals from which a particular sample is drawn, i.e. for the current study the population being DAB's central office including both (Male and female), Managers and operational level employees and employees with higher and semi higher education background.

A total of 100 questionnaires were distributed among DAB's employees, the sample turnout rate was about 98%. a survey-based research has been conducted using a random sampling technique. The questionnaire was designed on Likert 5 Rating Scale (1=Strongly Agree, 2= Agree, 3=Neutral, 4= Disagree and 5=Strongly Disagree). To test the impact of the variables and find out the main objective of the result, SPSS has been used a statistical tool to analyze the collected data.

2.4. Sample size

The sample size for the study being the central office of DAB, DAB being the sample, Kabul as population and Afghanistan has been taken as the universe for the study.

3.4 Data collection

The needed data for the study has been gathered through a questionnaire. The use of the designed questionnaire offers the information and data which is represented and converted in a numeric way for the readers.

1.4.1. Primary Data collection

For this research paper primary data has been collected through:

1.4.1.1. Questionnaire.

1.4.2. Secondary Data Collection

Secondary data has been collected through the following sources:

- 1.4.2.1. Questionnaire.
- 1.4.2.2. Personal observation and
- 1.4.2.3. Interviews with the staff

3.5. Limitations of the Research

Following are the key limitations of the study:

1. This study covers only the head office of DAB in the capital city Kabul, therefore the findings do not apply the DAB as a whole.
2. Findings of the study are not applicable to other financial institutions and commercial banks that are experiencing the same problems.
3. During data collection, the respondents were hesitant to answer the questions, which was a key hindrance for field work.

3.6. Hypothesis

H1: Training has significant impact on DAB's employee performance.

H0: Training has no significant impact on DAB's employee performance.

3. Analysis and Findings

Both descriptive and inferential statistics have been used for data analysis. Statistical Package for Social Sciences (SPSS-version 16) software has been used in the analysis.

4.3 Response Rate

Out of 100, only 98% of the responses have been collected through the questionnaire, therefore, the response rate slots at excellent, as described by Mugenda (2003), a response rate of 70% and over is excellent for analysis and reporting on the opinion of the entire population.

4.4 Reliability Test

Reliability test is the degree which is used to show measures the validity and possible errors having been taken place during the data analysis, also provides a consistent measure from one administration of the scales to the next. To find the reliability of the study the table below is given.

Reliability Statistics

Cronbach's Alpha	N of Items
.783	25

Table 4 1 Reliability Statistics

Based on above calculation we found the value of Cronbach Alpha for the Impact of training and development on Da Afghanistan Bank employee’s is 78% that indicates training consistency with performance is 78%.

Above 70% of Cronbach Alpha in research is acceptable and our finding is more than 70% and we can say that our study is reliable.

4.5 Model summary

Model Summary

Model	R	Adjusted R Square	Std. Error of the Estimate	Change Statistics			Sig. F Change	
				R Square Change	F Change	df1		df2
1	.580 ^a	.336	.37662	.336	12.029	4	95	.000

a. Predictors: (Constant), Morale, Enhancement, Job knowledge, Skills

b. Dependent: Employee performance

Table 4 2 Model summary

Interpretation:

Regression analysis determines the impact of training on parameters i.e. Morale, Enhancement, Job knowledge and skills of the employees. The model summary shows that R square is 580 which means 58% change in employee’s performance have occurred because of training and development. Remaining 42% are the other factors that has effect on employees’ performance. Adjusted R square shows that 30.8% the independent variables are affecting the

performance of employees. means the independent variables affect the dependable variables by 30.8%. The remaining 69.2 % are being affected by other factors. based on regression analysis we have enough evidence to reject our null hypothesis which means that training has significant impact on employees’ performance and accept our alternative hypothesis that indicated on a significant impact of training on DAB employee performance.

4.6. Anova

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.825	4	1.706	12.029	.000 ^b
	Residual	13.475	95	.142		
	Total	20.300	99			

Table 4 3 Anova

a. Dependent Variable: Performance

a. Predictors: (Constant), Morale, Enhancement, Job knowledge, Skills

Interpretation:

The above table shows results of the analysis of Variance (ANOVA) on the Morale, Enhancement, Job knowledge and Skills versus the employee’s performance on Da Afghanistan Bank. The result above shows a significant value of .000 which is lower than 0.05 that indicates there is statistically significance relationship between training and development and employee’s performance in Da Afghanistan Bank central office in Kabul.

To sum up, it can be stated that ANOVA is below 0.05 which specifies that independent variables significantly affect variances on dependent variable.

4.7 Coefficients

Coefficients

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	.219	.254		.863	.390
	Enhancement	.182	.081	.191	2.243	.027
	Jobknwol	.120	.106	.104	1.136	.259
	Skills	.190	.087	.200	2.178	.032
	Morale	.327	.076	.379	4.296	.000

Table 4 4 Coefficients

a. Dependent Variable: Performance

Interpretation:

Table highlights the impact of independent variables on dependent variables. From the above given table, it is concluded that the higher the absolute value of B0 (Standardized Coefficients Beta) is the better independent variable can predict the dependent variable. Moreover,

it indicates that Training and Development have significant impact on employee’s performance, because the values are below the 0.05.

The employees’ enhancement, Job knowledge, Skill, and Morale which have positive coefficients, implying that these independent variables positively predict employee’s performance Da Afghanistan Bank. Therefore, taking all independent variables constant at zero (0); Employee performance of Da Afghanistan bank central office will be at 0.219. The results of the study further indicate that p-value of = (0.027) for Employee enhancement, (0.259) for Job knowledge, (0.032) for Skill and (.000) for Morale which are smaller than the significance level of 0.05 this results shows that there is a significant effect and relationship between training and development and employee performance in Da Afghanistan bank.

4.8 Correlation:

Correlation is bivariate analysis that measures the strength of association between two variables and the direction of the relationship. In term of strength of relationship, the value of the correlation coefficient varies between +1 and -1. If the value go toward 0 it shows weak relationship, if the value is inside of +, shows strength and a – sign indicates a negative relationship.

Correlations

		Enhancement	Job knowledge	Skills	Morale	Performance
Enhancement	Pearson Correlation	1	.184	.076	.113	.269**
	Sig. (2-tailed)		.068	.450	.261	.007
	N	100	100	100	100	100
Job knowledge	Pearson Correlation	.184	1	.357**	.234*	.299**
	Sig. (2-tailed)	.068		.000	.019	.002

	N	100	100	100	100	100
Skills	Pearson Correlation	.076	.357**	1	.279**	.357**
	Sig. (2-tailed)	.450	.000		.005	.000
	N	100	100	100	100	100
Morale	Pearson Correlation	.113	.234*	.279**	1	.481**
	Sig. (2-tailed)	.261	.019	.005		.000
	N	100	100	100	100	100
Performance	Pearson Correlation	.269**	.299**	.357**	.481**	1
	Sig. (2-tailed)	.007	.002	.000	.000	
	N	100	100	100	100	100

Table 4 5 Correlation

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

* . Correlation is significant at the 0.05 level (2-tailed).

Interpretation:

As discussed previously, correlation shows strength of variables that are related to each other. And measures the degree to which two variables associated to each other. The range of correlation is -1.0 to +1.0. The close r is to +1 is more closely related variable. The correlation table shows that employee enhancement is 26 % related to employee's Performance. The other in dependable variable of the research are Job knowledge which is 29%, Skills with 35% and morale with 48% related to the dependable variable "Employee Performance" in Da Afghanistan Bank.

Enhancement

Pearson correlation value is 0.269 which shows a positive weak relationship with employee performance and the significant level with 0.007 which is less than 0.05 so here we have an

evidence to reject our null hypothesis and there is a significant relationship between these two variables.

Job Knowledge

The Pearson correlation value is 0.299 which indicates positive weak relationship between job knowledge and employee performance in DAB. On the other hand, the significant level of 0.002 which is less than 0.05 that we can also reject our null hypothesis and accept the alternative one.

Skill

Based on the given value that shows that the Pearson correlation value is 0.357 that provides a positive but weak relationship between skill and employee performance in this study with the significant level of 0.000 which is less than 0.05. Finally, we can prove the significant impact of skill on employee performance and on other hand reject the null hypothesis and accept the alternative hypothesis.

Moral

the Pearson correlation value of moral impact on employee performance is 0.48 that indicates positive relationship between these two variables and its 0.000 significant value shows the high significant relationship between these two. So, we can reject our null hypothesis and accept our alternative one which emphasized on significant impact of training on employee performance on DAB.

4.9 Descriptive Statistics

Descriptive statistic in simple words explains the data numerically, using statistical tools, as shown in the table below:

Descriptive Statistics

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Enhancement	100	.293	.241	-.570	.478

Job Knowledge	100	-.060	.241	-.614	.478
Skills	100	.381	.241	-.295	.478
Morale	100	.049	.241	-.220	.478
Performance	100	.280	.241	.245	.478
Valid N (list wise)	100				

Table 4 6 *Descriptive Statistics*

Interpretation:

Descriptive statistics are informative statistics that describe dataset. Measuring the distribution and normality are a type of descriptive statistic. And descriptive statistic can be measure by skewness and kurtosis.

4.9.1 Skewness:

The above Descriptive statistics shows that all variable such as employee enhancement with 29%, Skills 38%, Morale 49% performance 28% are below 50% which indicate that the data is fairly symmetrical in distribution.

Job knowledge with -6% which is almost large negative it means the distribution is with high symmetrical or more platykurtic (Flat). If we go in details the value of -6% means that the tail of the left side of the distribution is longer or fatter than the tail on the right side. The mean and median is less than the mode.

4.9.2 Kurtosis:

The above kurtosis value for Employee’s Performance in this study is closer to 0 which means data is more normally distributed. The closer Kurtosis value to zero is more normally distributed of score. Employee enhancement, Job knowledge, Skills and morale are below 0 which means distribution more flat.

5. Conclusion:

Given the stiff competitive corporate environment, the current study concludes that training and development is a crucial factor for DAB to boost the morale and professional skills of its employees. The results further discuss that training and development are basically associated to an employee's performance as drawn from the analysis of employees in DAB.

This study will help commercial institutions including DAB to understand the importance and need of training and development for the enhancement of its employees' calibre at different levels, as training has a direct influence on employee's performance, therefore, DAB's top Management should keep in mind the important factors proposed by the research during training programs, as to how the employees can be benefited and trained so that they could perform as per the framed plans.

Due to an increase of concentration on administrative management, Human Resource Development (HRD) plays a vital role in an organization's management, i.e. the effects of (HRD) on innovation, 'new way of working principles' for working relations and enhancing employees' capability, hence, DAB should also focus on the attainment of the mentioned aspects.

DAB also is considered to be a successful organization due to the fact that it maintains a competitive advantage throughout the country. And should further conduct training programs so as to keep pace with the changing organizational environment because an efficient implementation of training programs leads to a better employee performance.

By observing the earlier relevant studies on the topic, it has been recognized that a number of key variables having been analyzed through a questionnaire survey, carried out in DAB. Based on inferences drawn, it is suggested that DAB should retain strategy of maintaining the current platform of workforce for the employees so as to achieve the desired objectives.

Based on findings, the Study provides with managers an insight into important aspects of designing training programs to ensure an increase in the productivity of employees in Da Afghanistan Bank.

This paper represents the importance of the employee developmental activities, importance of investment in a human resources, and challenges in employee development in DAB. The current discussion cultivates a proposed model which explains the relationship between

employee development variables (Employee enhancement, Skill, Job knowledge and Morale) and employee performance variable and their effects on employee performance which effects on organizational effectiveness.

4. Recommendations

Training and Development have pros not only for DAB'S employees individually but for the whole organization itself. In case of any hassles in the performance of employees and they are fail to act as per the expectations it could affect DAB's operations.

Findings of the study have specified that the employees of DAB's central office are considered to be provided with the required Training and Development as a main factor of employees' performance and Productivity. Since, the study concludes that banks' administrations are interested in their productivity and efficiency of their employees.

The research is recommending that:

1. Individuals in an organization should be more proactive, creative and innovative to contribute their quota through their gained knowledge and skills. Top management i.e. those responsible for decision makers should try to make sure that the employees have an access to proper training opportunities.
2. The management of DAB should follow a sufficed mode of selection process in order to recruit well-qualified and skilled candidates and those who hold the capability to align individual's goals with the organizational objectives.
3. Based on current research, DAB is recommended to train and develop its staff in order to enhance their effectiveness. As training reduces workload of audit department and the line manager in order to close supervision it also improves the drive, initiative and quality of work of the employees, and assist them to be more committed in terms of achieving the organizational goals and objectives. workshops, conferences and seminars should be conducted.

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