

## WORKPLACE TRAINING: REINFORCING EFFECTIVE JOB PERFORMANCE

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### Abstract

Training is an “opportunity” given to employees to perform effectively by learning and preparing themselves for any changes in their job. In an era of continuous change and increased environmental uncertainty and complexity, both management and employees understand their limited capacity to deal with future demands made on them. Thus, this paper aims to examine a relationship between three elements of training which are on-the-job and off-the-job training, development, and training benefits with a job performance. This study involves 76 respondents from various departments who work at Pejabat Daerah dan Tanah, in Dungun. A set of questionnaire consists of 30 items was distributed to each selected staff using a convenience technique. Findings of this study reveal that participants who perceived their training as to be adequate and favourable, scored higher on the job performance. Thus, the findings confirm hypothesis 1 that there is a positive relationship between on-the-job and off-the-job trainings with a job performance. The findings also confirm hypothesis 2 which there is a positive relationship between development and a job performance. Hypothesis 3 shows that there is a positive relationship between training benefits and a job performance. The results specify that development applies more impact on employees' job performance rather than on-the-job and off-the-job training and training benefits. Finally, researchers hope that this study would not only give benefits to the management and staff in Pejabat Daerah dan Tanah Dungun but also to other organizations.

**Keywords:** Job Performance, On-the-job and off-the-job training, Employee Development, Training Benefits, Job Performance

### 1.0 INTRODUCTION

Training is a part of human resource development, therefore, organizations have to obtain and utilize their human resources effectively. According to Nassazi, (2013), there is no doubt that organizations worldwide are striving for success and out-competing those in the same industry. Organizations need to be aware of face more realistically towards keeping their human resources up-to-date. To do so, managers need to pay special attention to all the core functions of human resource management as this plays an important role in different organizational, social and economically related areas among others which are influential to the attainment of the organizational goals and gives the organizations successful continuation in the market (Nassazi, 2013).

Human resources are crucial but they are expensive resources. Therefore, in order to sustain economic and effective performance of this resource, it is important to optimize their contribution to the achievement of the aims and objectives of an organization through training and development of the job

(Tüzün, 2005). Training is necessary to ensure an adequate supply of employees that are technically and socially competent for both departmental and management positions (Mullins, 2007).

According to Heathfield (2012), giving the employees a training, development, and education at the right time provide big payoffs for the organization in increasing their productivity, knowledge, loyalty, and contribution. In order to prepare the workers to do their job as desired, the organizations should provide trainings as to optimize the employees' potential. When employees recognize their organizations' interest in their potential through offering training programs, they will apply their best efforts to achieve organizational goals and display good performance in their job (Elnaga & Imran, 2013).

According to Farooq and Aslam (2011), managers will put their best to develop the employees' capabilities, ultimately creating good working environment within the organization. For the sake of capacity building, managers should involve in developing effective training programs for their employees to equip them with the desired knowledge, skills, and abilities to achieve organizational goals (Farooq & Aslam, 2011). This struggle shown by top management not only improves the employees' performance but also creates a positive image of the firm worldwide (Jia-Fang Tjosvold & Shi, 2010).

This study, therefore, goes on to discuss the relationship of training and employee performance. In spite of the large number of researches on the relationship between training and employee performance, there appears to be a gap, concerning the study of effect of training on employee performance. The purpose of this study is to close this gap by deeply investigating this phenomenon through the relevant literature, shedding more light into the relationship of training effectiveness, and superior employee performance and providing suggestions to the firms as how they can make best use of training programs to make their employees perform well in job.

## **2.0 BACKGROUND/LITERATURE REVIEW**

Training refers to bridging a gap between current performance and standard desired performance. According to Elnaga and Imran (2013), employee training refers to programs that provide workers with information, new skills, or professional development opportunities. The companies aimed at gaining the competitive advantage realized the importance of training in improving the employees' performance (Elnaga & Imran, 2013). Past researches provide the evidence regarding the positive effect of training programs on both employees and organizational performance.

Training is an "opportunity" given to employees to perform effectively by learning and preparing themselves for any changes in their job. Training focuses on the acquisition of knowledge, skills and attitudes needed to perform effectively on one's current job (Alipour, Salehi & Shahnava, 2009). Training is the work of growing the knowledge and skills of an employee for performing a particular job. According to Appiah (2010), in the development of organizations, training plays a vital role improving performance as well as increasing productivity, and eventually putting companies in the best position to face competition and stay at the top. This means that there is a significant difference between the organizations that train their employees and organizations that do not.

There exists a positive association between training and employee performance (Sultana, Irum & Ahmed, 2012). Training generates benefits for the employee as well as for the organization by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies and behaviour (Appiah, 2010). Organizations that are dedicated to generating profits for its owners (shareholders), providing quality service to its customers and beneficiaries, invest in the training of its employees.

Kennedy (2009) found that the frequency of training received have an impact on job performance. Singh and Mohanty (2012) stated that frequently training employees resulted in employees making fewer mistakes, getting more work done in a given time period and managers spending less time on supervision of employees.

## **2.1 Problem Statement**

According to Elnaga and Imran, (2013) the study begins from the realization of the need to effectively administer the effect of training on employee's performance. In an era of continuous change and increased environmental uncertainty and complexity, both management and employees understand their limited capacity to deal with future demands made on them. Studies shown the emergence of two trends, increasingly troubling corporate management, increasing age of the workforce, and the fast-paced evolution of new technologies (Tai, 2006). Unfortunately, the majority of governmental, private organization and international organizations are not recognizing the importance of training to increase their employee's productivity and when the economy slows down or when profits decline, many organizations first seek cuts in their training budgets (Elnaga & Imran, 2013).

Despite the increasing effects on training of organizational employees by organizations, there is still limited literature on human resource development issues in developing countries and increasing concerns from organizational customers towards low quality services in the organization (Debrah & Ofori, 2006). It is further worth nothing that while much is known about the economics of training in the developed world, studies of issues associated with training in less-developed countries are rarely found (Nassazi, 2013). Lyons (2008) states that there is a general need for effective training and performance improvement methods to assist organizations and their people to be agile, resilient and as change-focused as possible. Lyons (2008) further explained most organizations today, the unpredictability of events and conditions takes place at an unrelenting pace and the amount of change experienced usually means that both learning and performance are subject to modification on-the-fly.

## **2.2 Research Objectives**

Based on the problem stated in the earlier part of this study, several objectives have been formulated. The objectives are:

1. To examine whether there is a relationship between On-the-job and Off-the-job Training and Job Performance among staff at Pejabat Daerah dan Tanah Dungun.
2. To determine whether there is a relationship between Employee Development and Job Performance among staff at Pejabat Daerah dan Tanah Dungun.
3. To identify whether there is a relationship between Training Benefits and Job Performance among staff at Pejabat Daerah dan Tanah Dungun.

## **2.3 Research Questions**

This research is designed to answer the following research questions:

1. Is there a relationship between On-the-job and Off-the-job Training and Job Performance among staff at Pejabat Daerah dan Tanah Dungun?
2. Is there a relationship between Employee Development and Job Performance among staff at Pejabat Daerah dan Tanah Dungun?
3. Is there a relationship between Training Benefits and Job Performance among staff at Pejabat Daerah dan Tanah Dungun?

## **2.4 Significance of The Study**

By conducting this study, researchers were able to observe level of involvement in training among the staff at Pejabat Daerah dan Tanah Dungun. Therefore, this study helps organizations to find out the involvement level in training among their employees and identify the most effective training management programs is suitable to increase the employees' performance.

This study also evaluates level of job performance among the staff at Pejabat Daerah dan Tanah Dungun. The results of this study help Pejabat Daerah dan Tanah Dungun to identify how their employees feel about their job.

Besides, it also helps the management to explore and find effective ways or programs to improve the level of job performance among the employees. The findings from this research would encourage the management to do certain changes and to increase awareness about the importance of training in an organization.

## **3.0 LITERATURE REVIEW**

### **3.1 On-the-job and Off-the-job training**

Training is a situational process that is why no single method is right for every situation (Alipour, Salehi, & Shahnnavaz, 2009). According to the Tüzün (2005), training methods could be classified as cognitive and behavioral approaches. The decision about what approach to take to training depends on several factors that include the amount of funding available for training, specificity and complexity of the knowledge and skills needed, timeliness of training needed, and the capacity and motivation of the learner.

On the job training or behavioral methods allow trainees to practice behavior in real or simulated fashion. They stimulate learning through behavior which is best for skill development and attitude change (Alipour, Salehi, & Shahnnavaz, 2009). On-the-job training is actually done when an employee gets the training while performing his or her assigned task (Ameeq & Hanif, 2013). The purpose of the on-the-job training session is to provide employees with task-specific knowledge and skills in the work area (Alipour, Salehi & Shahnnavaz, 2009). The knowledge and skills presented during on-the-job are directly related to job requirements. Job instruction technique, job rotation, coaching and apprenticeship training are the common forms of on-the job training methods (Alipour, Salehi & Shahnnavaz, 2009).

Fully on-the-job training theoretically does not involve any off-the-job training. However, it is very rare for 100% of training to take place as part of the productive work of the learner (Alipour, Salehi & Shahnnavaz, 2009). Job instruction, training is a structured approach to training, which requires trainees to proceed through a series of steps in a sequential pattern (Alipour, Salehi & Shahnnavaz, 2009). The

technique uses behavioral strategy with a focus on skill development, but there are usually some factual and procedural knowledge objectives as well. This type of training is good for task oriented duties such as operating equipment. Barber (2004) originates that on-the-job training headed to superior novelty and implicit skills. Barber (2004) found that on-the-job training led to greater innovation and tacit skills. Tacit skills are behaviors acquired through informal learning that are useful for effective performance.

Off-the-job training is a type of training when employees of the organization are being called for training session to learn a task (Ameeq & Hanif, 2013). Training which takes place in an environment other than actual workplace is called off-the job training. According to Alipour, Salehi and Shahnavaz (2009), off-the-job training is usually designed to meet the shared learning needs of a group rather than a particular individual's needs. Lectures, computer-based training, games and simulations are the common forms of off-the-job training methods (Alipour, Salehi & Shahnavaz, 2009).

### **3.2 Development**

Development concerned more with employee potential than immediate skill where it sees employee as an adaptable resource (Eric, 2012). When organizations are contributing towards the employee development activities, the employees will work hard to utilize their full skills and efforts to achieve the goals of the organizations (Hameed & Waheed, 2011). According to the Hameed and Waheed (2011), employee development also depends upon the individual employee on how much curiosity to learn. As when an individual employee wants to learn, he will learn until he achieved the targets. He would participate in many other activities such as attend seminars, workshops and others training sessions, either on the job or off the job. This indeed would lead to employee development, and employee development would lead to increase employee performance (Hameed & Waheed, 2011).

According to Eric (2012), training and development interventions must aim at providing employees with the required technical, managerial and personality competencies for them to achieve and sustain a high level of performances. Rahman and Nas, (2013) claimed that when an organization provides training to its employees, it helps them in their career development which they want and need. Employees' sense of advancement and skills will lead to increased productivity for them and their team (Rahman & Nas, 2013). They will have more fulfilling work and are less likely to leave the company. This provides an immediate benefit to an organization's bottom line. Development in an employee's career is linked to a better future. It is a composite approach that encompasses mastery of a body of knowledge as well as a code of behavior and sense of social obligation (Rahman & Nas, 2013).

Opportunities for employee development determine personal satisfaction resulting in both an improvement in worker productivity as well as a reduction in the costs of hiring and training workers (Bernal, Castel, Navarro, & Torres, 2005). Mulin and Reen, (2010) stated that by providing training development, specifically targeted at team leaders helping them to effectively deal with the challenges they typically face on a daily basis, retain talent, offering career progression and an incentive to progress. Commonly it is presumed that employees themselves should take the initiatives for their own development. But this cannot be affected in a vacuum. Organization is the best context for the success of this phenomenon (Rahman & Nas, 2013). Latif (2012), proposes that organizations failing to provide adequate employee development initiatives will fail to attain optimum level of employee satisfaction and will face turnover issues

### **3.3 Training Benefits**

According to Jehanzeb and Bashir (2013), training is positively effects on the employee performance of the employees. Employees get a lot of benefits from the employee training and development program.

They learn the soft and technical skills as required by their jobs (Jehanzeb and Bashir, 2013). Technical and professional skills are very important for the employees to perform a job in an effective way. Besides, training helps the workers to improve their skills and knowledge to cope with the future requirements, lead to job satisfaction (Jehanzeb and Bashir, 2013). In addition, providing training opportunities to employees can enhance the performance of the employees (Jehanzeb and Bashir, 2013).

Moreover, training also effects on the behavior of employees and their working skills which resulted in enhanced employee performance and further constructive changes (Satterfield & Hughes 2007). There is documented evidence that training activities have a positive impact on the performance of individuals and teams. Training activities can also be beneficial regarding other outcomes at both the individual and team level, for example, attitudes, motivation, and empowerment (Aguinis & Kraiger, 2009). Training improved declarative knowledge within the team and, in comparison with untrained teams, trained teams demonstrated better planning and task coordination, collaborative problem solving, and communication with novel team and task environments (Aguinis & Kraiger, 2009).

Training helps the employee to get job security and job satisfaction. A well-trained employee will be well acquainted with the job and will need less supervision. According to Onyango and Wanyoike (2014), employees acquire skills and efficiency during training become more eligible for promotion. They become an asset for the organization. Training improves efficiency and productivity of employees. Well trained employees show both quantity and quality performance. There is less wastage of time, money and resources if employees are properly trained (Onyango & Wanyoike, 2014).

Devins, Johnson and Sutherland (2012) found that trained employees often work better as teams because everyone is aware of the expectations and can achieve them together smoothly. Trained employees are more confident in their performance and decision-making skills. In addition, the employees who receive regular training are more likely to accept change and come up with new ideas. The employees who learn new skills through training make good candidates for promotions because they have shown their ability to learn, retain, and use information (Yamoah, 2013).

### **3.4 Job Performance**

Performance come out with the achievement of specified task measured against predetermined or identified standards of accuracy, completeness, cost and speed (Sultana, Irum, Ahmed, & Mehmood, 2012). Better performance means how well employees performed on the assigned tasks (Sultana, Irum, Ahmed, & Mehmood, 2012). In every organization there are some expectations of the employees with respect to their performance. When they perform up to the set standards and meet organizational expectations they are believed good performers (Sultana, Irum, Ahmed, & Mehmood, 2012). Functioning and presentation of employees are also termed as employee performance. This means that effective administration and presentation of employees' tasks which reflect the quality desired by the organization can also be termed as performance (Sultana, Irum, Ahmed, & Mehmood, 2012).

The employee's performance is important for the company to measure and make every effort to help low performers to perform well in their tasks. The performance is divided into five elements which are planning, monitoring, developing, rating, and rewarding (Elnaga & Imran, 2014). Elnaga and Imran (2014) explain that in the planning stage, planning means setting goals, developing strategies, and outlining tasks and schedules to accomplish the goals.

Monitoring is the phase in which the goals are looked at to see how well one is doing to meet them. Monitoring means continuously measuring performance and providing ongoing feedback to employees and work groups on their progress toward reaching their goals (Elnaga & Imran, 2014). Elnaga and Imran (2014) believed that ongoing monitoring provides the opportunity to check how well employees are

meeting predetermined standards and to make changes to unrealistic or problematic standards. During the developing stage an employee is supposed to improve any poor performance that has been seen during the time frame one has been working at the company.

During planning and monitoring of work, deficiencies in performance become evident and can be addressed (Elnaga & Imran, 2014). Therefore, according to Nassazi (2013) the employee training plays a vital role in improving performance as well as increasing productivity. This in turn leads to placing organizations in the best positions to face competition and stay at the top. Hence, it implies an existence of a significant difference between the organizations that train their employees and organizations that do not train.

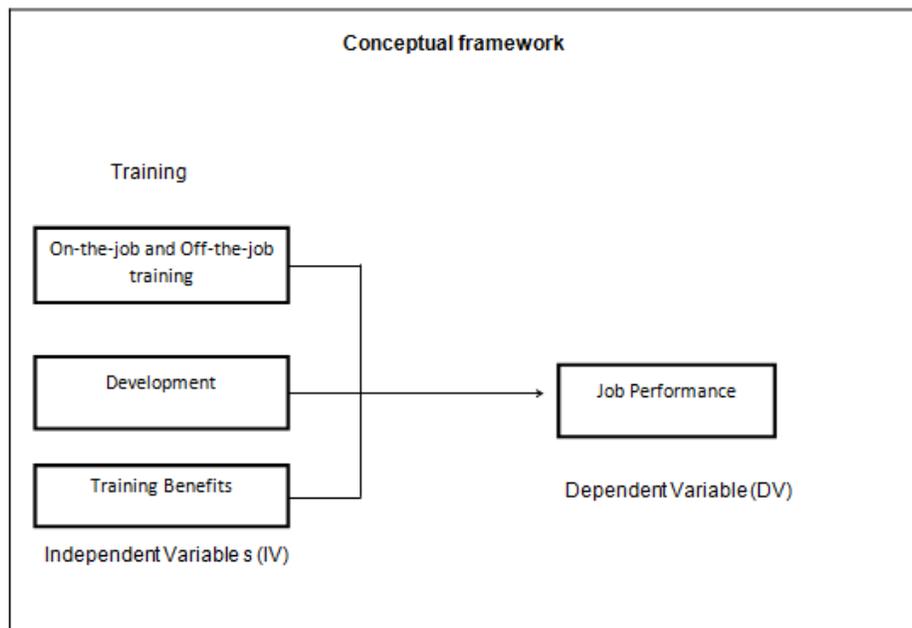


Figure 1 Conceptual Framework

## 4.0 METHODOLOGY

### 4.1 Research Design

This research carried out a correlation type of study to assess relationship between On-the-job and Off-the-job and Employee Development towards Job Performance among staff at Pejabat Daerah dan Tanah Dungun. Correlational studies display the relationships among variables by such techniques as cross-tabulation and correlations (Simon & Goes, 2011).

### 4.2 Sampling frame

A sampling frame is a set of source materials from which sample is selected (Turner, 2003). The purpose of the sampling frame is to provide a means for choosing the particular members of the target population

who are to be interviewed in the survey (Turner, 2003). The sampling frame for this study was obtained from the list of staff at Pejabat Daerah dan Tanah Dungun.

#### **4.3 Population and Sample Size**

According to Sekaran (2003), a population refers to an entire group of people, event or things of interest that the researcher wishes to investigate. For the purpose of this study, the population refers to 99 staff members who work at Pejabat Daerah dan Tanah Dungun where 76 staff members were taken as the sample of this study.

#### **4.4 Sampling Technique**

This research used a convenience sampling as a sampling technique. The convenience sampling refers to a collection of information from members of the population who are conveniently available to provide the information (Kumar & Koh, 2011). The convenience sampling is a kind of non-probability or non-random sampling in which members of the target population, as Dörnyei (2007) states, they are selected for the purpose of the study if they meet certain practical criteria, such as geographical proximity, availability at a certain time, easy accessibility, or the willingness to volunteer.

#### **4.5 Survey Instrument**

A questionnaire served as the main instrument in a research. The items in the questionnaire were adapted from questionnaires of past researches. To suit the purpose of this research, the researchers decided to amend and do some modifications to suit the nature of this study. The questionnaire comprises of four (4) sections: Section A contains demographic data of the respondents such as gender, age, education level, salary, departments and years of working experience. Sections B, C and D focus on the Relationship between Training and Job Performance. The section A consists of only nominal data and was analysed using descriptive analysis whereas sections B, C and D dealt with ordinal or inferential data. These items in Sections B, C and D use a measurement of 5-point Likert Scale based on the following values; 1- Strongly Disagree, 2- Disagree, 3- Uncertain, 4- Agree and 5 – Strongly Agree.

#### **4.6 Data Collection Procedure**

A total of 76 questionnaires written in English language were distributed to different departments at Pejabat Daerah dan Tanah Dungun. Those departments include Department of Land Development, Department of Registration Transaction, Department of Enforcement, and Department of Finance and Administration. The data was collected through the use of a survey questionnaire which was personally distributed to the Pejabat Daerah dan Tanah Dungun office's employees.

A cover letter was prepared and verified by Academic Office and it was attached to the questionnaire which was distributed within a specified date to Pejabat Daerah dan Tanah Dungun staff. According to Mack (2013) a cover letter is formatted like a standard business letter and addressed to the head of department. It should be succinct and focused-not longer than one page, containing everything needed for the editors to make the “decline or sent out for peer review” decision. Such cover letter helps researchers to explain the purpose of and therefore provide direction in answering the questionnaire as well as ensuring confidentiality of the response.

#### **4.7 Data Analysis**

Data was analyzed using the Statistical Package for Social Sciences (SPSS version 20.0). The SPSS is purposely used to provide a broad range of capabilities for the entire analytical process. The analysis includes simple descriptive statistics to measure percentage and frequency of respondents' demographic data. The data was also analyzed using Pearson Product-Moment Correlation Coefficient. It is to measure and interpret strength of linear or non-linear relationship between two continuous variables.

Multiple regressions were also used to indicate level of influences of independent variables towards dependent variable. A summary of the data analysis including the research objectives, concepts and constructs, measurements, scales, and statistics are as follows.

## 5.0 FINDING AND DISCUSSION

### 5.1 Reliability Analysis

For the actual study, reliability analysis was conducted to 60 respondents who are the staff of Pejabat Daerah dan Tanah, Dungun, Terengganu to confirm the consistency of the feedback among the respondents. The table below shows Training Benefits indicates the highest alpha value of 0.858, followed by Development obtaining 0.838. Then the Job Performance follows which recorded 0.744 and the lowest alpha value is recorded by On-the-job and Off-the-job training obtaining only 0.736.

According to Bolboacă and Jäntschi (2006), it is considered a weak correlation if the correlation coefficient is less than 0.5. According to Field (2009), values between 0.5 and 0.6 are mediocre, values between 0.7 and 0.8 are good, and values between 0.8 and 0.9 are superb. This is supported by George and Mallery (2003), whose guideline of the Cronbach's Alpha Values are as follows:

- More than 0.9 is excellent reliability
- More than 0.8 is good reliability
- More than 0.7 is acceptable reliability
- More than 0.6 is questionable reliability
- More than 0.5 is poor reliability
- Less than 0.5 is unacceptable reliability

Therefore, the result of each element in the questionnaires can be considered reliable. The results from the reliability test for the four (4) major sections in the questionnaires are presented in Table 1.

**Table 1 Reliability of the questionnaire**

No.	Variables	Alpha value
1	On-the-job and Off-the-job training	0.736
2	Development	0.838
3	Training Benefits	0.858
4	Job Performance	0.744

### 5.2 Correlation Analysis

In order to find the degree of the relationship between the dependent variable and the independent variable, namely, between training (on-the-job and off-the-job training, development, and training benefits) and job performance, the researchers used Pearson Product-Moment Correlation Coefficient measurement. The purpose of the correlation analysis is to measure and interpret the strength of a linear or nonlinear relationship between two continuous variables (Zou, Tuncali & Silverman, 2003).

As for this study, the strength of relationship recommended by Salkind (2006) was used.

**Table 2 Strength of relationship by Salkind (2006)**

<b>R</b>	<b>STRENGTH OF RELATIONSHIP</b>
.8 to 1.0 or -.8 to -1.0	Very strong relationship
.6 to .8	Strong relationship
.4 to .6	Moderate relationship
.2 to .4	Weak relationship
.0 to .2	Weak or no relationship

As for this study, the results of Pearson Correlation Coefficient are listed in Table 3 below.

**Table 3 Correlation Analysis**

<b>No.</b>	<b>Variables</b>	<b>Mean</b>	<b>Standard deviation</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
1	On-the-job and Off-the-job training	32.5333	2.76459		.544**	.649**	.507**
2	Development	32.6167	3.14665			.759**	.747**
3	Training Benefits	33.3000	3.06594				.575**
4	Job Performance	31.8000	3.28221				

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

Table 3 shows the findings pertaining to the correlations between training and job performance of the sample based on Pearson Correlation Coefficient. The result of the findings indicated that all the variables are positively correlated to each other. The result of the correlation analysis was used to answer Research Questions 1, 2, and 3.

### 5.3 Regression Analysis (Multiple Regressions)

According to Asgharizadeh, Safari and Ghasemi (2013), multiple regressions are one of the fussier of the statistical techniques. In testing the hypothesis 1, 2 and 3, regression analysis (multiple regressions) was performed with the on-the-job and off-the-job training, development, and training benefits as the independent variables and job performance as the dependent variable.

To strengthen the evidence, the researchers analyzed the value of R, R-Square and Durbin-Watson where it indicates the level of influences of the independent variables on the dependent variable. The R-value of the variables is 0.758. It also demonstrated that the value of R-square is 0.575. According to Durbin and Watson (1950), the Durbin-Watson statistic is a test statistic used to detect the presence of auto

correlation in residuals from a regression analysis. The values below 2 represent positive serial correlation among error, and the values above 2 represent negative serial correlation (Galt, 2004). Thus, the findings indicate that the Durbin-Watson statistic of value 1.370 represents a positive serial correlation.

Table 4 shows a summary of multiple regression analysis among all the independent variables towards job performance as the dependent variable.

**Table 4 Regression Analysis (multiple regression)**

INDEPENDENT VARIABLES	BETA	T-VALUE
i. On-the-job and Off-the-job Training	.167	1.451
ii. Development	.712	5.293
iii. Training Benefits	-.073	-.495
R		.758
R <sup>2</sup>		.575
F value		25.223
Sig. Value		.000
Durbin –Watson		1.370

Multiple regressions are significant at 0.01 levels

## 6.0 CONCLUSION

The findings indicate an important implication to the organization in terms of managing the job performance. The research findings are very useful for organizations to recognize and evaluate various aspects of on-the-job and off-the-job training, development, and training benefits which contribute to the job performance of the employees. The performance of the organization will improve when the employees involved in the training programs. The top management of an organization should pay attention towards enhancing their employees' job performance through proper training programs.

Furthermore, the findings provide an important implication to the employees where they able to improve their level of skills, knowledge and ability in order to enhance their performance towards organization whenif they are given a proper training and at the same time, it could give more benefits to the organization itself. Besides, the benefits that employees got from their involvement in the training, will also improve their loyalty towards the organization.

Other than that, some types of training are more effective in improving individual firm performance than others. This study presents an evidence that firms which have achieved greater effectiveness in training

tend to have a more sophisticated training organization and training system than those firms whose training methods were less effective. The implication is that future studies seek to investigate the relationship between training and performance should take special care in measuring the training effectiveness. Simply determining whether formal training is offered and the amount of it that is provided to employees is not adequate, since poor training programs, even those that provide many hours of instruction may not benefit individual employees or firms performance at all.

## **5.2 Recommendations**

Based on the literature review and the findings of the current study, the researchers have made several recommendations. These recommendations and suggestions may help Pejabat Daerah dan Tanah Dungun to be more aware about trainings towards their staff. The training can be seen as the strongest factor in influencing the job performance of employees. Training plays an important role for the employees to improve their skills and knowledge, thus it becomes an anchor to the organization's success. The management of Pejabat Daerah dan Tanah should think some ways that could enhance their employees' performance.

The training activities must be selected properly and should suit the employees' needs and their work field. This is because when the organization is able to provide effective training activities, the employees will not have any trouble in doing their daily tasks. Training should provide a solid foundation of basic technical and facilitation skills and should be updated regularly to stay current with the best practices in the field and with the needs of one's program. The organization also needs to ensure that the training activities have a clear objective designated where contents of the training lead the employees to attain the skills or information promised in the objectives. With this information in hand, the employees know exactly what they can expect from the training session and they are unlikely to be disappointed. Besides, the employees will also have ways to apply the training to the accomplishment of real workplace objectives.

The next recommendation is the organization should make an evaluation of the training program because it helps in ensuring effectiveness of the training program. The organization must know how well they are achieving their objectives. The primary staff who are responsible for planning and carrying out the training should know how effective their training methods and efforts are, if they want to ensure that the trainees are learning how to provide the appropriate services to communities. The evaluation helps planners to decide upon future approaches to the training. If the planners have the evaluation data which shows the training programmes are effective at enabling healers to extend services to communities, they are more likely to continue supporting and even expanding training efforts than if no such data are available. The information collected allows you to better communicate your program's impact to others, which is critical for public relations, staff morale, also attracting and retaining support from current and potential funders.

Lastly, the organization should create a context for employee training. The organization should provide information for the employees about the importance of the new skills, skill enhancement, or information is necessary in order to make the employees understand the link between the trainings and their job. The organization can also enhance the impact of the training even further if the employees understand the benefits of the link between the training and his/her ability to contribute to the accomplishment of the organization's business plans and goals.

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