

Organizational Impact Analysis: Relationship Between Employee Training and Performance in the Early Education Institution

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Abstract

Today's highly competitive educational environment makes it essential for educational institutes to strengthen their workforce with the help of proper training. Based on organizational impact, the research aims to assess the overall relationship between employee training and employee performance.

It is qualitative research, and we use the questionnaire survey and Spss analysis to study that training can be considered a key driving factor in enhancing individual performance levels. With the help of a proper training process, the organization will be able to meet the overall market demands and promote its values to the employee base. In this regard, it can be stated that employee training is also associated with employee motivation and performance. It has been found in the research that aligning the training process with the organizational values and goals will result in better performance. However, it will also require dealing with the company's capital structure.

Keywords: *Early education, Early teacher training, Human Resource Management, Organizational analysis*

Introduction

Early educators play an essential role in shaping the future of children. This is why it is of utmost importance for these teachers to receive proper training related to the process. Without proper training, the teacher may fail to cater to the needs of the children. The research focuses on the performance of the early education teachers and the professional training, so they are the employees we mentioned in this paper and the main objects of our research.

Today's highly competitive educational environment makes it essential for educational institutes to strengthen their workforce with the help of proper training. To survive in the fast-changing environment, educational institutions need to develop, organize effectively and manage their human resources.

The main aim of the employee training process is to build the right mix of skills and conceptual understanding of the organizational goals. This is why a continuous process of the training intervention is required across the employee base, and it should be considered a viable tool for business. It also plays a crucial role in improving the overall performance of the employee base. The scope of training can be termed as filling the gap between organizational requirements and the current employee performance. This is more likely to improve the overall organizational output and efficiency.

The employees must be trained to meet the organizational goals and marketplace requirements. The study aims to evaluate the impact of training on employee performance with the help of assessing employee data related to the topic. The primary significance of the research is that it will provide necessary information for the institutions related to employee training. This will also act as a tool for establishing an effective employee training framework. The organization will be able to assess the gaps present in employee training and address them appropriately. The main scope of the study is to assess the impact of employee training on performance and organizational output.

The objectives of the research can be termed as

- To evaluate the impact of training on employee performance
- To assess the need for training for improving employee competence
- To identify the employee perceptions related to training

The research questions can be categorized as the following

- What is the impact of training on employee performance?
- How can training improve employee competence?
- What are the employee perceptions related to training?

Literature review

Employee performance is defined here as the degree of completion of the employee task, and it also reflects the individual job requirements of the employee. As per Sendawula *et al.* (2018) views, employee performance is dependent on several individual factors such as motivation, leadership, stress, and organizational commitment

levels. Higher levels of employee performance can be achieved by investigating the employee antecedents as it contributes to the segment as well. However, the literature review focuses explicitly on employee training and employee performance and its overall impact on the organization. In this regard, employee training can be termed an activity used to develop employee skills and deliver any form of updated information to the workforce. As per the views of Beltrán-Martín and Bou-Llusar (2018), a proper employee training plan is aligned with the overall organizational workforce, and it helps the workforce be more knowledgeable about the organizational goals and objectives. Along with that, training can be considered a key driving factor in enhancing overall individual performance levels. Another explanation states that training is a planned set of work that promotes human resources knowledge and achieves high levels of efficiency.

Along with that, the basis of the training process is to deliver information to the employee base in such a manner that it will help them cope with the organizational needs and demands in an effective manner. The nature of the global business environment indicates that there will always be changes in the corporate governance and demand patterns, and the workforce needs to be adaptive to cater to these needs. According to Diamantidis and Chatzoglou's (2018) statement, training provides a scope for the employees to improve their skills and behavior, directly linked to organizational performance. On the other hand, the training process is changing rapidly with time. The performance standards in all types of institutions are changing with time, and it also requires proper changes in the training structures and frameworks.

Training is no longer restricted to the provisions of work and service for the early education teachers. According to Jaworski *et al.* (2018), the training process goes beyond the simple stages as it also requires focusing on the provisions of quality that can meet the customer's needs and demands. From the perspective of the employee base, it is also related to overall employee motivation and mindset. If the workforce lacks the required skillset essential for the job, it can impact their self-efficacy beliefs. As per Abualoush *et al.* (2018) views, early education teachers lacking motivation are less likely to meet the required performance standards of the organization. Motivation is particularly essential for the success of the organizational workforce. Managing the performance level of the employees requires the alignment of both behavioral inputs and outputs.

The benefits of training are gradually observed towards overall employee morale, as it improves over time. Early teacher training provides the teachers with the required opportunity to assess the organizational requirements and develop their current skill set. As Cooper *et al.* (2019) view, a more excellent employee skill set is proportional to the employee morale levels. An early education teacher having high morale will also contribute heavily toward organizational success. Furthermore, a well-trained employee will also require less supervision from the organization and will be able to function autonomously. Therefore, it can be termed that training is an effective option for the organization to save their time and resources. Ozcelik and Barsade (2018) mentioned that lack of training increases the chances of workplace hazards, as errors are more likely to occur. Therefore, a highly trained workforce is less likely to commit any accident at the workplace. With timely training, the overall skill set of an employee increases, and they become a valuable asset to the company. Therefore, the total quality and quantity of the performance increase rapidly.

Usually, organizational training is deployed in two ways, termed on-the-job and off-the-job training. On-the-job training is a straightforward and cost-efficient method where the employees gather skills and knowledge with the help of hands-on experience. It is a holistic approach to the entire employee base, and everyone benefits from it. Compared to that, off-the-job training is provided outside the actual working condition. As mentioned by De Clercq *et al.* (2018), this training process is usually applied to the new employee base to make them suited for their job roles. Some instances of off-the-job training are seminars, conferences, and workshops. However, it is not that cost-effective compared to the previous method and should be applied to a large portion of the employee base.

According to the variables that can improve employee performance, training can be placed here as the formal process most likely to provide success for the employee base. The intrinsic reward related to the process can be termed as the intangible sense of recognition that provides conscious satisfaction to the employee base. As per Soomro *et al.* (2018), performance and motivation often support each other as interlinked processes. Employee performance is considered the employees' ability to meet the organizational needs and demands. Employee performance is associated with several factors such as output quality and quantity, presence at work, and timeliness of the output. It is often difficult for an organization to assess individual performance levels. This is why it is a much better option to collectively focus on improving the entire performance segment. According to the statement of Afsar *et al.* (2018), the organization can also use direct bonuses and rewards as a way to enhance employee performance. Therefore, training is the tool presented here to align all the organizational requirements and solutions.

Methods

In this portion of the study, the research methods are being assessed in a detailed manner. As Snyder (2019) mentioned, the research methods help the researcher identify and implement the most viable research instruments available for the study. A positivism philosophy is being used in the research to help the researcher

mitigate any natural bias present in the dataset. Along with that, a descriptive research design is being followed here. As per the views of Dźwigoł and Dźwigoł-Barosz (2018), a descriptive research design allows the researcher to establish more viable research outcomes. Primary quantitative data is being used in the research. Data will be collected from 101 employees working in various multinational institutions using a semi-structured questionnaire. Using a five-point Likert scale, the employee perception of the questionnaire is being assessed. The collected primary information is analyzed using IBM SPSS version 24, and statistical tests such as frequency analysis and regression will be conducted. The outcomes of the statistical tests will be interpreted in the results section of the study. The ethical dimensions of research, such as integrity, authenticity, and confidentiality, are maintained during the research.

Results

The collected primary information is being analyzed here with the help of IBM SPSS. The results of the statistical tests will be interpreted here as they will provide a clear idea of the characteristics of the dataset.

Frequency analysis

		Statistics							
		Training is an essential element to improve job performance	It is the duty of the top management to design an effective training process	The current training segment in your workplace is satisfactory	Training helps in enhancing the motivation levels of the employee base	Proper training results in more human resource assets for the organization	Training is effective for both the new and old employee base	Changing market characteristics should be promoted with the training blueprint	Training increases capital expenditure and should be avoided
N	Valid	101	101	101	101	101	101	101	101
	Missing	0	0	0	0	0	0	0	0
Mean		3.49	3.52	3.77	3.89	4.46	3.92	3.82	2.43
Std. Error of Mean		.140	.126	.141	.142	.105	.143	.108	.107
Median		4.00	4.00	4.00	5.00	5.00	5.00	4.00	2.00
Mode		5	4	5	5	5	5	4	2
Std. Deviation		1.411	1.270	1.413	1.428	1.054	1.433	1.090	1.080
Variance		1.992	1.612	1.998	2.038	1.110	2.054	1.188	1.167
Skewness		-.502	-.535	-.670	-1.025	-1.894	-1.002	-1.292	.924
Std. Error of Skewness		.240	.240	.240	.240	.240	.240	.240	.240
Kurtosis		-1.100	-.851	-.991	-.415	2.395	-.376	1.381	.108
Std. Error of Kurtosis		.476	.476	.476	.476	.476	.476	.476	.476
Range		4	4	4	4	4	4	4	4
Minimum		1	1	1	1	1	1	1	1
Maximum		5	5	5	5	5	5	5	5
Sum		352	356	381	393	450	396	386	245
Percentiles	25	2.00	2.00	3.00	3.00	4.00	3.00	4.00	2.00
	50	4.00	4.00	4.00	5.00	5.00	5.00	4.00	2.00
	75	5.00	5.00	5.00	5.00	5.00	5.00	4.50	3.00

Figure 1: Frequency analysis

(Source: SPSS)

Figure 1 presented above provides an idea of the overall frequency of the variables associated with the dataset. It can be seen that there are no missing values present in the dataset. It can be termed as a positive indicator for the research as the presence of missing values can impact the credibility of the outcome of the analytical tests. The N value indicates the total number of participants present in the dataset, and it can be seen that a total of 101 participants were selected for the research. In a large-sized and distributed dataset, it is essential to measure the central tendencies of the data. The central tendencies are usually represented with mean, median, and mode, and they are also assessed in this portion of the research. It can be seen that the range of the mean values is in the range of 2.43 to 4.48. The mean values are highest for the fifth question, indicating the highest number of positive responses in this question. The mean for the first question is 3.49, and it is 3.52 for the second question. The difference is meager, indicating a similar response pattern for the questions. Evaluation of the standard deviation is also essential as it provides an idea of how spread out the data is from its middle position. The third and fourth questions display higher standard deviation values than the other. The variance level in the dataset is also on the higher side for these questions. It indicates that the responses to these questions are highly polarized in nature. The variance for the third question is 2.038, and it is 2.054 for the sixth question. It indicates that some deviations are present in the dataset that can be assessed with the help of the analysis. However, it can be realized from the data patterns that the Likert scale readings may tend to go left for the majority of the dataset.

The table also provides an idea of the skewness and Kurtosis values. Skewness provides an estimate of the measures of symmetry present in the dataset.

Compared to that, Kurtosis presents an idea about the data distribution. In this regard, it can be seen that the majority of the skewness values are negative. It indicates that the data is left-skewed and more values are located on the right side of the curve. Apart from the last question, most of the data are skewed negatively. The skewness value of the last question is .924, indicating that the data is highly skewed. The Kurtosis values indicate the degree of presence of outliers in the overall distribution set. The Kurtosis values for the first questions are -1.100, -.851, -.991, and -.415. This indicates the presence of low tails in the distribution set, along with the presence of outliers in the dataset. The skewed data also acts as an outlier for the statistical model and also affects the overall performance outcomes of the model.

Descriptive statistics

	Descriptive Statistics											
	N Statistic	Range Statistic	Minimum Statistic	Maximum Statistic	Mean Statistic	Std. Deviation Statistic	Variance Statistic	Skewness		Kurtosis		
								Statistic	Std. Error	Statistic	Std. Error	
Training is an essential element to improve job performance	101	4	1	5	3.49	1.411	1.992	-.502	.240	-1.100	.476	
It is the duty of the top management to design an effective training process	101	4	1	5	3.52	1.270	1.612	-.535	.240	-.851	.476	
The current training segment in your workplace is satisfactory	101	4	1	5	3.77	1.413	1.998	-.670	.240	-.991	.476	
Training helps in enhancing the motivation levels of the employee base	101	4	1	5	3.89	1.428	2.038	-1.025	.240	-.415	.476	
Proper training results in more human resource assets for the organization	101	4	1	5	4.46	1.054	1.110	-1.894	.240	2.395	.476	
Training is effective for both the new and old employee base	101	4	1	5	3.92	1.433	2.054	-1.002	.240	-.376	.476	
Changing market characteristics should be promoted with the training blueprint	101	4	1	5	3.82	1.090	1.188	-1.292	.240	1.381	.476	
Training increases capital expenditure and should be avoided	101	4	1	5	2.43	1.080	1.167	.924	.240	.108	.476	
Valid N (listwise)	101											

Figure 2: Descriptive statistics

(Source: SPSS)

The descriptive statistics table indicates that the range statistic is 4 for the overall distribution. It is observable in 1 to 5, having a specific mean statistic. The mean statistical values declined for the last questions, indicating a higher presence of negative responses. The skewness and Kurtosis values are aligned with the frequency analysis results shown in figure 1, and they are similar for the entire dataset.

Regression analysis

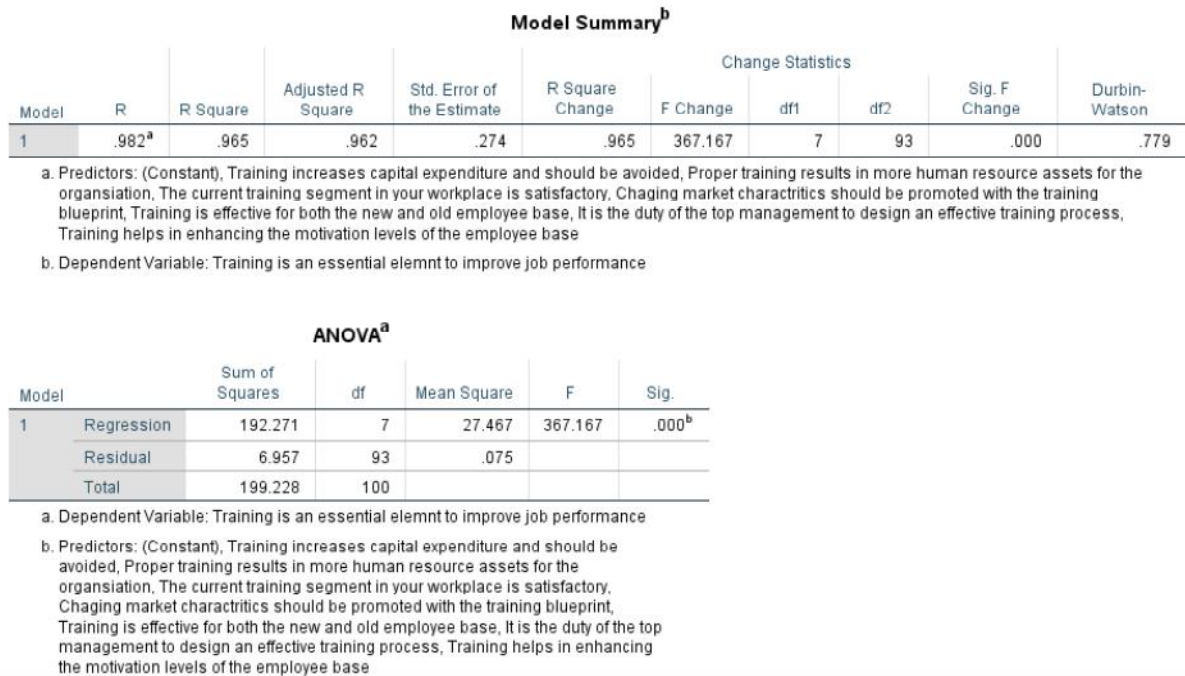


Figure 3: Regression analysis

(Source: SPSS)

Processing the data using linear regression also involves checking the overall integrity and fir of the model to be included in the regression analysis pathways. Numerous assumptions are often considered within research, which can also be categorized as a framework to collect the estimated outcomes. In this regard, regression analysis is being performed to assess the adverse outcomes of the outliers. It is already mentioned earlier that there is the presence of low-tailed outliers in the dataset, and it can also impact the overall outcomes of the analysis. This is why it will be essential to have a brief understanding of the segment as a way to assess the data properties and characteristics. In this regard, the relationship between the data variables and the predictors will be assessed.

R and R square values are presented in figure 3. The R-value is the representative of simple correlation, and it is .982 here. Therefore, almost 98% of the data can be explained using the variables, which can be a good indicator for the regression model. The ANOVA table is also presented here, which provides an idea of the regression equation fit for the dataset. The statistical significance of the regression model can be assessed from this table. The regression model level of significance (p) is less than 0.05, indicating a solid fit for the data.

Reliability statistics

Case Processing Summary

		N	%
Cases	Valid	101	100.0
	Excluded ^a	0	.0
	Total	101	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.978	.979	8

Figure 4: Reliability analysis

(Source: SPSS)

With the help of reliability analysis, the overall properties of the measurement scales and composing items can be assessed. This test evaluates the scale's reliability and individual item relationships. Figure 4 presented above indicates that 101 of the items are valid as no missing values were identified earlier in the study. Along with that, the Cronbach's Alpha value is .978, indicating higher internal consistency levels. A value more than 0.9 is considered an excellent indicator of high internal consistency levels. Therefore, it can be stated that the analytical tests and the dataset items were reliable.

Discussion and Conclusion

The study results clearly indicate a positive relationship between the various identified research variables. It can be seen that factors such as employee training and employee performance are closely linked. On the other hand, providing employee training is a part of the corporate governance of the management, and it needs to be aligned with the overall aims and objectives of the organization. The findings have also stated that training is more than just a business tool and it is more of a business requirement. This is also associated with the changing nature of the global marketplace. As a part of maintaining the competitive advantage in the marketplace, the organization needs to stay up to date with the market changes and provide this information to the employee base. These statements are also supported by the statistical tests, as the test values show a tolerable limit for standard deviation towards the segment. The dataset used in the research can be appropriately termed distributed, as seen from the distribution analysis.

Along with that, it can be seen that the characteristics of training are often varied in nature due to the unpredictable state of the marketplace. It is recommended from the overall research outcomes that training is intrinsically associated with employee motivation and allows the workforce to be more self-confident. The lack of employee confidence can be categorized here as the primary research problem that also impacts the overall performance outcomes of the employee base. This is why the training segment should effectively focus on eliminating these gaps with the help of a strategic approach. The statistical analysis also indicates a high correlation between employee performance and employee training and satisfaction. The research sample size of 101 participants was approached with a semi-structured question set that elaborated on these topics. As found in the research, training is classified into two types: on the job and off the job. From the perspective of training an entirely new workforce, on-the-job training can be considered a better alternative compared to the other one. This training process also enables the workforce to learn through experience, which is very beneficial in the competitive market segment.

On the other hand, providing the training segment is more likely to impact the current capital expenditure structure of the company. Therefore, after the commencement of the training strategy, it will be essential to make proper changes in the capital structure to maintain the effectiveness of the process. If not done correctly,

there are chances of further complications being present in the segment. Based on the research findings, it is also recommended to assess the individual employee capabilities and plan the training process accordingly. Aligning the overall training process with the employee needs and organizational goals will be of utmost importance, as it will also increase the overall effectiveness of the process. Therefore, it can be concluded that employee training and employee performance are interlinked and will also improve organizational performance.

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