

## **IMPACT OF TRAINING ON INCREASING THE PERFORMANCE OF MANAGEMENT STAFF IN KOSOVO BUSINESSES**

**Hidajet Karaxha** 

n.n. 10000 Pristina, Republic of Kosovo

hidajetkaraxha@gmail.com

**Halit Karaxha**

n.n. 10000 Pristina, Republic of Kosovo

halitkaraxhaekonomik@gmail.com

**Berim Ramosaj**

Faculty of Economy, University of Pristina, "Agim  
Ramadani" n.n. 10000 Pristina, Republic of Kosovo

b\_ramosaj@hotmail.com

### **Abstract**

*Training refers to planned efforts by a company to facilitate employee learning for work-related competencies. These competences include knowledge, skills, or behaviors that are critical to successful work. Kosovo Businesses see training programs as an opportunity to improve employee performance, which leads to improved business outcomes. The training design process refers to a systematic approach to the development of training programs. Also, these businesses are identifying their training needs, then drafting and implementing training activities in a rational way and eventually evaluating the training outcomes. Businesses emphasize that in their development, training plays a vital role in improving performance and increasing productivity and putting their businesses in a better position to face competition and stay on top. This means that there is a significant difference between organizations that train their employees and organizations that do not. This work involves the use of relevant and reliable literature that deals with the impact of training programs to increase the performance of managerial staff. The survey was conducted through direct contact with the owner, directors and managers in Kosovar businesses. Processing and data analysis was done through SPSS*

*software package for statistical analysis and cross tables. From the findings of the research conducted with Kosovo businesses, it is proved that training is a significant factor on increasing the performance of managerial staff. These businesses claim that training plays a crucial role in achieving organizational goals by incorporating business interests in increasing workforce capability. Most of the surveyed businesses estimate that training is an integral part of the overall quality management process of their businesses.*

*Keywords: Training, performance, management staff, businesses*

## **INTRODUCTION**

Training is important and a necessary tool for the organization to improve the work of all the staff for growth and organizational success. Trainings are useful for employers and employees of any organization. An employee will become more efficient and productive if he is well trained (Elnaga A. and Imran A., 2013, p.149). Training is a learning experience that requires a relatively permanent change of the individual, which will improve his ability to perform his job well.

Every organization should have well-trained staff and experience to perform their duties efficiently. The purpose of the program is to improve individual and organizational performance (Hogarh J., 2012, p. 14). Training and Development is an attempt to improve the current or future performance of employees by increasing an employee's ability to perform through learning, usually by changing employee attitudes or by increasing his or her skills and knowledge. The training program should be repeated at regular intervals for individuals to ensure learning reinforcement (Chahal A., 2013, p.41-43).

Training and development enhance employee efficiency, innovation, invention, the ability to accept new technologies and techniques. It is important to note that organizations should be able to identify the needs for training and development and to choose appropriate techniques to those needs, to plan how to implement them and then evaluate the outcome (Falola H. A Osibanjo and Ojo S. 2014 p. 163).

## **LITERATURE REVIEW**

### **The Importance of Training**

Performance assessment tries to identify the strengths and weaknesses of an employee in his current job. This information can be used to design training and development programs appropriate to overcome employee weaknesses. Performance assessment is a good indicator

of the need for training and development of employees (Faseeh ullah khan M., 2013, p.68,82). So each organization should study the role, importance, and strengths of the training and its positive impact on the development of the organization's growth. Training implies constructive organizational development for the optimal expansion of the quality of life of employees (Kulkarni P., 2013, p.136). Training and performance development is very important for these reasons:

- 1) Help in addressing employee weaknesses,
- 2) Improving employee performance,
- 3) Consistency in performing tasks,
- 4) Ensuring employee satisfaction.
- 5) Increasing productivity,
- 6) Improving the quality of service and products,
- 7) Reduced costs,
- 8) Surveillance reduction etc. (Vinesh, 2014, p. 215).

### **Training Managers and Employees in Performance Appraisal**

Managers with a positive view of the performance appraisal system are more likely to use the evaluation system more effectively. Unfortunately, such training happens only sporadically or not at all in many organizations. For employees, performance appraisal training focuses on evaluation goals, evaluation processes and time, as well as performance criteria and standards that are related to job duties and responsibilities. Some trainings also discuss how employees can evaluate their performance and use this information in discussions with supervisors and their managers. Training, managers and supervisors often "repeat the past," meaning they value it others more that they have been evaluated in the past, whether accurate or inaccurate. Some of the following topics to be identified during evaluation training:

- the evaluation process and time,
- performance criteria and work standards to be considered,
- when and how to discuss development training and goals
- discussion of review and compensation
- should avoid the usual errors in the assessment (Mathis R. and Jackson J., 2010, p.346-347).

According to Bevan and Thompson, (1991), additionally, training is an important tool in learning and development. Training develops the skills and knowledge of a person in order to improve employee performance, and helps them achieve organizational objectives. Managers need to identify and implement trainings and other actions needed to improve individual performance. Similarly, Black, SE & Lynch, LM (1996) suggest that training courses offered by

different organizations should be designed based on present and future employee needs and facilitate learning of these skills.

A good training or course must improve the quantity and quality of production organizations, to increase the possibility of organizational success, reduce organizational costs and expenses. Moreover, training is increasingly being recognized as an important responsibility of managers, and can play an important role in the working lives of employees. In 2006, Cunneen said the training comes naturally, and can be done during the review meetings or should be carried out throughout the year. Also, at this stage, training may be needed to improve their skills (Ying Ying ZH, 2012 p.13).Briscoe, (1995), assesses the training involves the development of a labor force and management.

Training and development are often used to close the gap between actual performance and expected performance in the future. One of the training activities and functions is to identify the training and development needs as well as the selection methods and programs appropriate to these needs, also a plan on how to implement them and finally evaluate these outcomes. Guest (1987) argues that policies are needed to ensure that the work of employees is estimated, which in turn ensures that training and development can be convenient. With the help of performance evaluation reports and findings, the organization may be able to identify development needs. However, the organization's own individuals may help to show areas that require improvement as a result of issues raised in the performance appraisal process and their career path needs (Nassazi A., 2013, p. 16-17).

### **The Effects of Training on the Performance of Managers**

In the real world, the growth of organization and development is influenced by a number of factors. In light of today's research during organizational development, employee training plays an important role in improving performance as well as productivity growth. This in turn puts organizations in better positions to face competition and stay on top of it. This, therefore, implies an existence of a large difference between organizations that train employees, and those who do not do so. In one way or another, both are related in the sense that employee performance is a function of organizational performance, the employee performance impacts to overall organizational performance. In this regard, Wright & Geroy (2001) emphasize that employee competencies vary by effective training programs. Therefore it not only improves the overall employee performance to effectively carry out their current affairs, but also increases the knowledge, skills and attitudes of employees needed for future work, thus contributing to high organizational performance (Nassazi A. , 2013, p. 29).

Companies aiming at the acquisition of competitive advantages should understand the importance of training in improving employee performance. Past research has proven about the positive impact of training programs on employee and organizational performance. Colarelli & Montei (1996), Becker, (1993), points out that effective training programs bring a high return on investment, while other researches outlined the positive role of training in achieving high levels of employee retention. Wei-Tai, (2006), shows that effective training programs help to build a more conducive environment for teaching workforce and train them to face future challenges more easily and on time. According to Farooq. M, & Aslam. M. K (2011), managers are trying their best to develop the skills of employees, ultimately creating a better working environment within the organization. Because of the capacity building managers there are included many effective training programs for their employees to provide them with the knowledge they need to achieve organizational goals.

This war on the part of senior management not only improves employee performance, but also creates a positive image of the company worldwide (Elnaga A. and A. Imran, 2013, p.137-138). In organizational development training plays a vital role in improving the performance and productivity growth that companies have a better position to face competition and stay on top of it. This means that there is a big difference between organizations that train their employees and organizations that do not make it. Gordon (1992) emphasizes that training is a type of activity that needs to be systematically planned and this results in an enhanced level of skills, knowledge and competencies that are needed to perform work effectively. There is a positive correlation between training and employee performance. Training generates benefits for employees, and the organization will positively influence the work of employees through the development of employee knowledge, skills, abilities, competencies and behaviors (A. Sultana, S. Irum Ahmed Mehmood and K. N., 2012 p.647).

Training also has an impact on return on investment. organizational performance depends on the performance of employees because human resources organization capital plays an important role in enhancing organizational performance. According to Stone R J., (2002). training has a particular role in achieving an organizational purpose including the interests of the organization and the workforce. Today's training is an important factor in the business world, because training increases the efficiency and effectiveness of both employees and the organization. Employee performance depends on different factors. But the most important factor of employee performance is training. Training is important to increase employee capacities (Ghafoor Khan R., Ahmad Khan F. and Aslam Khan M., 2011, 2-3). Cascio (1992), points out that the training consists of planned programs designed to improve the performance of an individual, group or organizational levels.

With an improved performance by the individual, group or organization have measurable improvements or changes in knowledge, attitudes, skills and social behavior. Monappa & Saiyadain (2008) defines training as teaching or learning activities conducted with the primary purpose of assisting members of an organization to acquire and apply the knowledge, skills, abilities and attitudes needed in the organization or company. It is the act of increasing the knowledge and skills of an employee to do a particular job. Therefore, training should be seen by the management of each organization as a long-term investment in its human resources (DeGraft-Otoo E. and Enniful K., 2012, p.21-22).

Training and development are a continuous process in improving the caliber of employees. This is an attempt to improve their current performance. Training means needs assessment is a systematic process change in employee behavior in one direction to achieve the goals of the organization. A training program is an attempt by employers to provide opportunities for employees to gain EMPLOYEE skills related to attitudes and information. In order to meet the growing needs of education, so that this sector must become more dynamic, updating in modern scenarios, the best combination of new technology and advancement of the workforce in order to generate employee efficiency , to take care of the needs of their clients (Amin A., Saeed R., Najaz Lodhi R., Mizna, Simra, and Anam., 2013, p.1273).

## **METHODOLOGY**

This paper is an empirical research by nature. Collecting information and other resources provide a good basis for working on this paper. From a practical point of view, I have used my proof of business problems in Kosovo, as I have been a co-worker of many entrepreneurial researches in Kosovo. Therefore, quantitative (quantitative) approaches are used in this research methodology, consisting in data collection and analysis in various forms, and tend to be explored in exploring details that provide higher precision.

The research was conducted through direct interviews conducted with managers of these businesses in Kosovo and from these researches were made findings and proposals for the possibility of advancing distribution channels in Kosovar businesses. In addition, the Annex presents a successful form for collecting data in a structured and easily manageable manner. It is considered a quick but relatively easy method for collecting data from a relatively large number of respondents. During the compilation of the annexes, factors have been taken into account that increase the validity and reliability of the annexe. The type of search is quantitative research. Respondents selected for research have been deliberately selected by surveying businesses operating in Kosovo. This approach is used in order to involve as large part as possible of the market, which has been selected for the research. Determination of the sample

is calculated according to the following formula: The data were provided by the direct contact of the interviews with the owners, co-owners and business managers. The number of respondents was 299. The data provided was processed through a software package for statistical analysis SPSS. Methods used: Descriptive analysis and bivariate analysis.

## RESULTS AND DISCUSSION

Trainings have a positive and direct impact on the performance of managerial staff. Based on the values of cross tables and test results 'Chi-Square', proves that there is strong evidence that training has a positive impact and directly increase the performance of managerial staff.

Table 1. Trainings as an important factor in increasing the performance of managerial staff / Trainings required for supervisors.

		Are trainings in your business important in increasing the performance of management staff?	
		Yes	Not
		Nr.	Nr.
What training will be needed for supervisors to participate in performance management?	Individual development plans	301	5
	Discipline	319	5
	Performance Improvement Plans	339	5
	Performance workout	333	6
	Set goals	313	6
	Performance Documentation	296	7
	Discussion about performance appraisals	291	5
	No training	0	0
Nr. of valid respondents	380	373	7
Valuable percentage	100%	98.2	1.8

The results show that training, development, job training and training design have a significant impact on organizational performance of businesses. Also businesses estimate that training has an important role in achieving organizational goals by incorporating the interests of the organization and workforce, as the most important factor in the business world, because training increases the efficiency and effectiveness of employees and the organization. Employee performance depends on different factors. But the most important factor of employee

performance is training. Training is important to enhance employee skills. Referring to the outcomes addressed regarding the necessary training for supervisors, 301 persons as well as managerial staff from the total number of respondents stated that they need individual development plans, 339 claim that they need improvement plans that improve organizational performance, 319 need disciplinary plans, 291 for performance discussion plans, which have a linkage in increasing the performance of managerial staff reported by approximately 95% of respondents.

Table 2. Chi-Square Test Outcomes - Relationships between trainings as an important factor in increasing the performance of managerial staff and the training needed for supervisors

		Are trainings in your business important in increasing the performance of management staff?	
What training will be needed for supervisors to participate in performance management?	Chi-square	26.588	
	Df	7	
	Sig.	.048	

Note - The results are based on the continuous rows and columns in each table.

The results of the Chi-Square test analysis confirm that there are significant relationships of the relationship between the training as an important factor in increasing the performance of the management staff and the training needed for the supervisors. Thus, the value of the 'Pearson-Chi-square' statistical test is = .6.588 with the degree of freedom 'df' = 7, significance .473, and that  $p < 0.001$ , and since the ep value is less than 0.05 this analysis confirms the significance of significance having the variables between them.

Table 3. Trainings as an important tool in developing skills and knowledge of employees in achieving the organization's objectives / Trainings required for supervisors

		Training as an important tool in developing skills and knowledge of employees helps you achieve your organization's objectives?	
		Yes	Not
		Nr.	Nr.
What training will be needed for supervisors to participate in performance management?	Individual development plans	301	5
	Discipline	320	4
	Performance Improvement Plans	338	6



	Performance workout	333	6
	Set goals	315	4
	Performance Documentation	299	4
	Discussion about performance appraisals	292	4
	No training	0	0
Nr. i respodenteve të vlefshem	380	374	6
Valuable percentage	100%	98.4	1.6

Table 3...

A contribution that any manager is expected to make is to give others the vision and the ability to perform their jobs and duties. Businesses surveyed estimate that training is necessary to provide an adequate supply of competent technical and social staff capable of career development in specialized departments or management positions. There is also a continuing need for the staff development process and the training fulfills an important part of this process. The training is seen by most businesses as an integral part of the total quality management process. Recognition of the importance of training in recent years has been heavily influenced by informal intensification of competition still to some extent is current and relative success of organizations where investment in employee development is emphasized significantly.

Table 4. Chi-Square Test Results - Relationships between trainings as a means of achieving the organization's objectives and the training needed for supervisors

		Training as an important tool in developing skills and knowledge of employees helps you achieve your organization's objectives?
What training will be needed for supervisors to participate in performance management?	Chi-square	35.526
	Df	7
	Sig.	.020

Note - The results are based on the continuous rows and columns in each table.

More than 20% of the cells in this subtype are less than No. 5. The Chi-square result can be considered valid.

Managers estimate that technological developments and organizational changes have gradually led some employers to realize that success relies on the skills of their employees and this documents considerable and ongoing investment in training and development. Many organizations meet their training needs in an ad hoc and incidental manner. This is also

supported by the Chi-Square test results confirms that there is a positive relationship between training as a means of achieving the organization's objectives and the training needed for supervisors, since the value of the Pearson-Chi-square 'is = 35.526 with the degree of freedom'  $df = 7$ , the mean of .020, and that  $p < 0.001$ , and since the  $p$  value is less than 0.05 this analysis confirms the relationship of particular importance having the variables between them.

## CONCLUSION AND RECOMMENDATIONS

The training design process should be systematic and flexible enough to accommodate business needs. Training and development can help the competitiveness of a company by directly increasing the value of the company by contributing to intangible and material assets. Training is considered as a process of improving knowledge, developing skills, behaving and behavioral changes and improving the ability to perform tasks effectively and efficiently in organizations.

Kosovar businesses are developing training programs that relate to individual development plans, then trainings that relate to performance improvement plans, performance documentation, which have a positive and direct impact on improving performance of managerial staff. Training often from these businesses is being used to close the gap between current performance and expected performance in the future.

Training and development is an important argument in the function of human resources. From the field findings we see that trainings are an important factor in increasing the performance of managerial staff for their businesses.

## REFERENCES

- Amin A., Saeed R., Nawaz Lodhi R., Mizna, Simra, And Anam. (2013). The Impact Of Employees Training On The Job Performance In Education Sector Of Pakistan. 1273.
- Chahal A. (2013). A Study Of Training Need Analysis Based Training And Development: Effect Of Training On Performance By Adopting Development Based Strategy. 41-43.
- Degraft-Otoo E. And Enniful K. (2012). The Effect Of Training And Development On Employee Performance At Accra Polytechnic. 21-22.
- Elnaga A. And Imran A. (2013). The Effect Of Training On Employee Performance, European Journal Of Business And Management. 149.
- Elnaga A. And Imran A. ( 2013). The Effect Of Training On Employee Performance. 137-138.
- Falola H., Osibanjo A And Ojo S. (2014). Effectiveness Of Training And Development On Employees' Performance And Organisation Competitiveness In The Nigerian Banking Industry, Bulletin Of The Transilvania University Of Braşov Series V: Economic Sciences • Vol. 7 (56) No. 1 - 2014. 163.
- Faseeh Ullah Khan M. (2013). Role Of Performance Appraisal System On Employees Motivation, Iosr Journal Of Business And Management (Iosr-Jbm). 68.
- Ghafoor Khan R., Ahmed Khan F. And Aslam Khan M. (2011). Impact Of Training And Development On Organizational Performance. 2-3.

- Hogarh J. (2012). The Effect Of Training On Staff Performance: A Case Study Of Sic Insurance Company Limited, Institute Of Distance Learning – Knust. 14.
- Karim M., Huda K. And Khan R. (2012). Significance Of Training And Post Training Evaluation For Employee Effectiveness: An Empirical Study On Sainsbury's Supermarket Ltd, Uk, International Journal Of Business And Management; Vol. 7, No. 18; 2012. 141.
- Kulkarni P. (2013). A Literature Review On Training & Development And Quality Of Work Life, Researchers'world - Journal Of Arts, Science & Commerce. 136.
- Mathis R. And Jackson J. (2010). Human Resource Management. 320-321.
- Nassazi A. (2013). Effects Of Training On Employee Performance. 32-34.
- Sultana A., Irum S., Ahmed K. And Mehmood N. (2012). Impact Of Training On Employee Performance: A Study Of Telecommunication Sector In Pakistan. 647.
- Vinesh. (2014). Role Of Training & Development In An Organizational Development , International Journal Of Management And International Business Studies. 215.
- Zhang Ying Ying. (2012). The Impact Of Performance Management System On Employee Performance.