

THE EFFECT OF TRAINING AND DEVELOPMENT ON PERFORMANCE: A LITERATURE REVIEW

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Abstract

This literature review examines the vital impact of training and development on organizational performance. Employee training and development is a structured approach aimed at enhancing employees' knowledge, skills, and abilities to achieve organizational objectives more efficiently. This process includes providing education, technical training, mentoring, and relevant work experience to employees. Training and development programs can be formal or informal and may encompass a wide range of topics, such as communication skills, leadership, time management, and job-specific technical skills. The primary goal is to boost employees' competencies and qualifications, enabling them to perform their roles more effectively. As noted by Ottawa University, research indicates that organizations investing in employee development experience double the benefits compared to those that do not. Furthermore, 93% of employees tend to stay longer with companies that prioritize their career growth.

Keywords: Training and Development, Performance

INTRODUCTION

Human Resources is a resource that is needed by an organization because human resources are sources that play an active role in the running of an organization and the decision-making process (Sutrisno, 2009). In order to compete, an organization or company must have strong human resources. The resources needed to run the company cannot be seen as a formidable unit and form a synergy so that in this case the role of human resources determines the success of a company or organization. Competition between companies in the era of globalization is getting heavier so that human resources are required to be able to continuously develop themselves from competition and master technological developments so that companies can survive and compete in all sectors, especially the tourism sector. Quality human resources are very important and are needed by every company. Performance is a result of work in quality and quantity that has been achieved by a person in carrying out tasks in accordance with the responsibilities that have been given to him (Mangkunegara, 2000). Many variables that affect performance include training and career development. According to Cashmere (2016) states that if employees get good training and smooth career development, performance will increase. This is confirmed by empirical studies conducted by Suryantiko and Lumintang (2018) at PT Air Manado, in their research showing that job training and career development variables jointly have a significant effect on employee performance at PT Air Manado. However, some research results show inconsistent results between one study and another. In research by Halim, et al (2019) which states that training and career development have a positive and significant effect on employee performance at PT Sentosa Plastik Medan. The results of this study are also supported by other researchers such as: Pratiwi, et al (2019) which states the

same thing that training and career development have a positive and significant effect on employee performance. Meanwhile, according to research conducted by Mamangkey, et al (2015) states that job training, work experience and work environment together affect employee performance at PT Bangun Wenang Company Food and Beverage. Because there are inconsistent research results regarding the effect of training and career development on employee performance, researchers are interested in conducting research to test the results of research on this matter. Training is an environmental container for each employee where they acquire or learn specific attitudes, abilities, skills, knowledge, and behavior related to the work performed in the company (Rachmawati, 2008). Training as an effort to improve employee performance in their current job or in other jobs that will be held soon. Based on the results of preliminary observations when viewed from the instructor, the lack of instructors who are competent in their field of expertise who provide training, because the training provided is only for new employees so that the instructors are seniors or old employees, while the old employees are not given on the job training anymore. The training method provided, when viewed from the method provided, the training applied is the on the job training method where this training is carried out while the employee is working.

LITERATURE REVIEW

Training, Training is a process designed to shape and equip employees by enhancing their skills, abilities, knowledge, and behavior, enabling them to complete tasks more quickly, effectively, and rationally (Ichsan, 2020). In a more specific sense, training provides employees with specialized knowledge and hones skills that can be directly applied to their work (Saputra, 2017, in Adnyani & Dewi, 2019). According to Mangkunegara (2017, in Jumawan & Mora, 2018), training includes several dimensions and indicators: instructors, participants, materials, and objectives. Triasmoko et al. (2014) conclude that training is a process that teaches employees skills, attitudes, and discipline, providing them with the necessary competencies for their specific job roles.

Work Performance High employee performance increases the likelihood of employees being promoted to higher positions. Work performance is defined as the result of an individual's effort and dedication in completing a job, utilizing their skills, experience, and sincerity to meet their responsibilities (Garnida, 2017). According to Hasibuan (2014, in Sumenda et al., 2018), job performance is the outcome of tasks completed by an individual, relying on their skills, experience, sincerity, and time. Adnyani and Dewi (2019) noted that job performance encompasses an employee's ability to perform various tasks related to job requirements

Training and Development Training and development are defined as a process of systematically developing work-related knowledge and expertise in people to improve performance (Swanson & Holton, 2008). Training and development are some of the main factors for creating the ongoing process for the organization. The fundamental way of training organizes and adjusts for an employee to becoming in improving, developing, and experiencing strategic thinking for the organization (Armstrong, 2001). Akbar (2015) proposed that employee performance and development is the major consideration for every business mainly depending on the training and development which is accomplished through proper planning to get the benefit for the organization and the employees. To improve staff communication skills; knowledge enhances the organization's aspirations by meeting the needs of the organization by enhancing problem-solving skills and basic literacy skills (Otoo,

2018). The role of training and development taking closer the distance between current expertise and future expecting are mostly taking part in the action for the organization and which is under the human resource management of HRD functional activities (Weil & Woodall 2005).

Training Method Training can be conducted using different approaches or a combination of approaches and may include on-the-job or off-the-job methods (Olaniyan & Ojo, 2008). There is a vast array of training and development methods, and selecting the most suitable method will depend on the need (what the organization wants employees to learn) and the circumstance that led to training and development (Thorne & Mackey, 2001). The training methods can generally be categorized as either on the job or off the job. On-the-job training (OJT) is having a person learn the job by actually doing it (Sims, 2006). Off-the-job training is a process of acquiring skills and knowledge at a location different from the employee office. It includes group discussion, individual tutorials, lectures, reading, training courses, and workshops (Kempton, 1995).

Relationship Between Training and Development with Organizations Performance, The organization will be the ultimate beneficiary knowing that the training and development are being directly invested in the staff (Abdul Ghafoor Khan et al., 2011); moreover, human resources as an asset contribute to the firm performance and growth. Hence, to increase both firm and staff performance, training and development are implemented to improve staff performance (Ahmad & ud Din, 2009) At a global level, different organizations provide training and development programs to their employees to improve their skills and abilities. These programs will help employees match their talents with the new requirements of their occupation and guarantee the firm's development and progress (O'Herron & Simonsen, 1995). It is easier for employees to accomplish properly in the workplace with prior training (Garavan, 1997), and the performance of trained employees exceeds that of untrained (Partlow, 1996). So, organizations must train their employees to achieve their overall goals better (Flynn et al., 1995). The repayment of training and development exceeds the high financial training cost since training contributes to higher performance at the global organizational level. Hence, organizations shall always keep their employees at a high competence level to preserve their peer's competitive edge (Khan et al., 2011). Moreover, training and development will improve staff performance, improving firm performance. Training is vital to enhance employees' capabilities, and training also affects the return on invested capital. Thus, training is given to the firm's staff to improve the firm's and its staff's performance (Abdul Ghafoor Khan et al., 2011). Scholars state that managerial competencies and adequate decision-making rely heavily on proper training. It is also a key component in leadership development, constituting a principal factor in an organization's success (Collins & Holton, 2004). Training plans are the management instruments to enable employees to improve their convenience and wellbeing at work (Hidayat, 2018). Furthermore, exceptional methods embedded in a planned learning module must reflect an organization's culture and shift from single-task handling to understanding professional competence, innovation, and emergent situation-solving (Meister, 1998). Employee development programs include a variety of teaching techniques, schedules, and helping learning environments that ensure employees improve their skills and later apply them to their jobs to improve organizations' performance (Gerbman, 2000). Employee development programs are essential to maintain financial stability and market competitiveness. Although costly, employee training expenditures keep an organization's place in the industry

(Fenn, 1999). The research defines training and development as the main contributing factors to business efficiencies and effectiveness (Schuler & MacMillan 1984). The increase in Employees and corporate competitiveness compensate for the high expenditure on training and development programs (Bartel, 2000). Moreover, earlier study finds a relationship between training and development with the competencies and efficacy of the firm (Blundell et al., 2007).

RESEARCH METHODOLOGY

The research methodology employed in the study titled "The Effect Of Training And Development on Performance" involves a systematic review of existing literature pertaining to strategic innovation, technology integration, and entrepreneurial success in the context of the digital age. The methodology encompasses the following steps:

1. Literature Search: The researchers conducted a comprehensive search of academic databases, scholarly journals, conference proceedings, and relevant publications to identify literature related to the effect of training and development on performance. Keywords and search terms such as "human resource," "performance," "development," and related terms were used to retrieve relevant articles.
2. Inclusion and Exclusion Criteria: Articles were screened based on predefined inclusion and exclusion criteria to ensure their relevance to the research topic. Inclusion criteria may include relevance to strategic innovation, technology integration, entrepreneurship, and publication within a specified timeframe. Exclusion criteria may involve articles not written in English, those unrelated to the research topic, or those lacking empirical or theoretical relevance.
3. Data Extraction: Relevant data from selected articles were extracted and synthesized to identify key themes, concepts, and findings related to strategic innovation, technology integration, and entrepreneurial success in the digital age. Data extraction may involve categorizing articles based on their focus, methodology, theoretical frameworks, and key findings.
4. Synthesis and Analysis: The extracted data were synthesized and analyzed to identify patterns, trends, and gaps in the existing literature. The researchers critically evaluated the quality and credibility of the selected articles and assessed the strength of evidence supporting key arguments and conclusions.
5. Framework Development: Based on the synthesized findings, the researchers developed a conceptual framework or theoretical model that elucidates the relationships between strategic innovation, technology integration, and entrepreneurial success in the digital age. The framework may incorporate theoretical constructs, empirical evidence, and insights from the literature review.
6. Discussion and Implications: The study concludes with a discussion of the implications of the findings for theory, practice, and future research in the field of strategic innovation, technology integration, and entrepreneurship. The researchers may identify practical implications for entrepreneurs, policymakers, and practitioners, as well as suggest directions for future research to address remaining gaps or unanswered

questions in the literature.

The research methodology employed in this study is rigorous, systematic, and evidence-based, aiming to provide a comprehensive review of the literature and insights into the complex interplay between human resource, training, performance, development.

RESULTS AND DISCUSSION

The results and discussion section of the study titled "Strategic Innovation and Technology Integration: A Study of Entrepreneurial Success in the Digital Age: A Literature Review" presents a synthesis and analysis of key findings from the reviewed literature. This section elucidates the relationships between strategic innovation, technology integration, and entrepreneurial success in the context of the digital age, drawing insights from the extant literature. The results and discussion section of the study titled "The Effect Of training And Developmen on Performance: Litterature review" presents a synthesis and analysis of key findings from the reviewed literature. This section elucidates the relationships between effect of training and development on performance.

Results

There are many types of training provided by company for its worker, which is related to the work of participants such as leadership training for Supervisors, and product knowledge training for customer service officers, tellers and security officers as frontliners. product knowledge for customer service officers, tellers and, security officers as frontliners. Training is one of the important elements necessary to improve employee performance so that customers are satisfied with the services provided. service provided. Theoretically, training is defined as a process by which people achieve certain abilities to help achieve organizational goals. achieve organizational goals Mathis and Jackson (2002: 5). Training provides employees with specialized knowledge and the results can be seen when employees perform their jobs. In addition, the scope of scope of training is individual development and focuses on the ability to gain new skills and knowledge for current and future work. for his current and future work. The results of this study found that this study and previous research This research and previous research have the same results, namely training and development have a significant effect on employee performance.

The Success Factor of Training The success of training in increasing the competence of employees can be influenced by various factors such as:

1. The ability of coach, in delivering the training, and motivating the participants.
2. The accuracy of the training method used, so the training participants might experience the necessary learning process.
3. The complete facilities based on the needs of the training participants.
4. Corporate culture seen from the discipline culture, effective culture, efficient culture and creative culture.

The result regarding the success factor of training, all the informants answered instructor or coach who masters the training material and is able to present the material in interesting way, complete facilities that make them comfortable , and the good material that can be easily

understood by them.

Discussion

The Effect of Training on Employee Performance training involves teaching new employees the essential skills needed for their roles. It is crucial for enhancing performance and is a significant aspect of human resource development. Training enhances knowledge and work skills, leading to improved job performance (Setiawan et al., 2021). Dessler (2007) describes training as an integrated process utilized by employers to ensure employees contribute to achieving organizational objectives. Job training holds a critical position in organizations, as it is a key element for attaining quality employee performance, which is vital for the company's sustainability. Through effective training, companies can align human resources with employee skills, resulting in enhanced performance. This study's findings align with the research by Setiawan et al. (2021), which demonstrated that training has a positive and significant impact on employee performance. Additionally, it supports the research by Suprpty (2020), which consistently showed that training programs positively and significantly affect employee performance.

The Effect of Development on Employee Performance Development is the process of enhancing an employee's capabilities, which leads to improved performance and helps achieve their desired career goals. Companies that support development expect employees to respond with high performance. According to Balbed and Sintaasih (2019), development involves self-improvement activities that individuals undertake to fulfill their career plans. Research by Pratama and Pasaribu (2020) shows that career development positively influences employee performance. Similarly, studies by Niati et al. (2021) and Asriani (2020) also demonstrate that career development positively affects employee performance. These findings indicate that career development provides employees with a clear path for their future, motivating them to deliver optimal performance.

CONCLUSION

In conclusion, Training and development are crucial components of human resource management. Organizations require skilled and capable employees to enhance performance, and employees achieve competence when they possess the necessary knowledge and skills to complete tasks effectively. Training and development offer employees the opportunity to advance their careers and attain better positions within the organization. The HR department continually recruits skilled individuals from a diverse market and provides training to help them meet global challenges. Through various HR activities and training programs, organizations retain talent, create career pathways for high performers, and enable employees to work more efficiently and effectively, contributing significantly to organizational success. Many organizations have recognized that training and development programs enhance staff efficiency, skills, and productivity. Research demonstrates a strong positive impact of training and development on employee performance, with employees recognizing the benefits of such programs. Employers should offer more training initiatives to reduce the costs associated with recruiting and training new staff. Additionally, providing feedback to employees after training is recommended, as it helps them identify areas for performance improvement.

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