

Impact of Training on Employees' Performance: A Case Study of Civil Protection institution of Annaba

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Abstract: The main objective of this study is to investigate the impact of training on Annaba Civil Protection employees' performance. The population of the study consisted of all 80 Civil Protection employees in Annaba who have received training within the past five years; the study sample consisted of 37 individuals. The questionnaire was adopted as the main tool of the survey of the study. The hypothesis of the study was tested, and the study revealed that the training program helped to improve the performance of Civil Protection workers. The results also revealed that the training process was not without flaws, which the enterprise's management must consider and seek to solve when developing future training programs in order to reach higher levels of performance.

Keywords: Annaba Civil Protection employees; performance; Training.

1. Introduction

The quality of an organization's workforce determines its performance (Abdel-Gadir & Salim Hamed AL-Jahwari, 2020). Because of the importance of the function that this element serves, business management has become aware of the factors that assist the human element in carrying out its obligations and work tasks in an efficient and effective manner. Training is a key component in developing and improving the human factor. In this sense, management of both public and commercial companies has recently given much emphasis to training. (Karim, M. Choudhury, & Bin Latif, 2019).

Employees can gain a better grasp of modern technologies through training programs, as well as create strong competences and expertise, allowing newly built technical equipment to perform basic operations. Furthermore, this allows managers to have an acceptable number of employees who are eager to begin their professional careers in divisions or managerial roles and who meet physical and social requirements (Bhatia & Khugshal, 2020).

To fulfill its objectives and assess its level of quality, the training program must have specified features. This comprises assessing training needs, providing skilled trainers, scientific training materials, training techniques (audio, visual, and programmatic), and creating a training atmosphere that encourages employees to attend training programs with desire and enthusiasm. It is very vital to give the right space for training supplied with the

required means and equipment that enhance the effectiveness of training programs. (Khawaldeh, 2023).

2. Literature Review and Statement of the Problem

Many studies, including those by Bartel, Apospori Guidetti, and Mazzanti, found a substantial correlation between training activities and good performance (Lloyd, 2021).

Furthermore, Essam D. Al Khawaldeh discovered that employee performance improved with a trainer's distance; additionally, the findings do not support the assumption that enhancing employee performance in the Ma'an Education Directorate is heavily influenced by two factors—training duration and quality. (Khawaldeh, 2023).

According to Mozfi Mohammad Amyan's research, training has a statistically significant impact on the effectiveness of the search and rescue team inside the Jordanian Civil Defense. His research also revealed that training materials must be examined on a regular basis in order to be updated and provide feedback based on how well team members perform.

In their study, Paat and Rumokoy compared staff performance before and after training based on a variety of factors such as work quality and quantity, planning, organization, initiative, commitment, cooperation, collaboration, and communication. The study's findings demonstrated that the quality/quantity of work, planning/organization, initiative/commitment, teamwork/collaboration, and communication all had a major impact on staff performance before and after training. (Al-Mzary, Abedallah D.A Al-rifai, & Al-Momany, 2015).

Unfortunately, little research has been conducted on this topic in the public sector—particularly in the Civil Protection Corps (Amyan, 2016). Thus, the following research questions were created for this study:

Is the training program of the Annaba Civil Protection institution designed based on the training needs assessment?

What are the attitudes of Annaba Civil Protection's employees regarding the effectiveness of the training program's components (tools and materials)?

Does training have a positive impact on Annaba Civil Protection employees' performance?

3. Prepare Your Paper Before Styling

H1 : Annaba Civil Protection's training program is designed based on the training needs assessment.

H2 : Annaba Civil Protection's employees consider the training program's components (tools and materials) as effective.

H3 : Training has an impact on raising employees' performance in Annaba Civil Protection Institution

4. Objectives of the study

- To determine employees' views on the training process attributes
- To investigate the impact of training on the performance of Annaba Civil Protection employees

5. Significance of the Study

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- Researchers and students alike can utilize the study's conclusions as a starting point for further studies on training and development.
- This study can be used by management to create training programs that are suitable and effective

6. Conceptual framework

The theoretical foundation for the subjects linked to the study themes was covered in this part.

6.1. Human capital and training

Every organization's most valuable asset is its personnel, as work cannot be completed without human capital. Organizational goals cannot be achieved without human resources; most professions require a specific orientation that cannot be met without human capital. Every company makes considerable financial investments in training and development with these factors in mind.

According to Baldwin and Johnson, insufficient training increases the likelihood of employees leaving a company. Higher levels of company training, on the other hand, increase employee happiness and loyalty while decreasing the likelihood of termination. (NDUNGURU, 2015).

Tai says that good staff training and development considerably improves adaptability, ability, flexibility, motivation, skill maintenance, and efficiency.

6.2. The Concept of Training

According to Li, training is a set of activities that prepare employees to train needed skill sets and perform more efficiently in their existing roles. Training is an organized effort to enable the acquisition of job-related knowledge, update skill sets, and influence an employee's behaviors. Training is a key aspect in the application of human resource management (HRM) systems. Productivity observed in organizations is a direct effect of training programs. (Lloyd, 2021).

6.3. The types of formal training

The main types of formal training included :

Orientation training:- This training is meant for new or reassigned employees. These courses are intended to provide new workers with the fundamental information and abilities needed to do their jobs well. Programs cover orientation as well as a variety of job skills training, including how to use a phone, a computer, and communicate effectively. In order to provide workers with a basic understanding of the rules, regulations, and practices pertaining to their employment, human resource management services offer general orientation.

Remedial training:- The purpose of this training is to address identified gaps in staff attitudes, knowledge, and skills. Programs address time management, assertiveness development, presentation skills, business writing, and stress reduction.

Upgrading or advanced training:- The goal of this training is to improve or update each individual's job-related skills and competence. Programs offered include advanced computer training, decision-making, employment legislation, addressing disagreements, completing performance reviews, sensitivity training, supervisory duties, and grievance resolution. (Priya, 2014).

6.4. The Major Steps for Training

We have four major steps in training:

Identifying Training Needs :- The process of identifying training needs is crucial for

organizations because it guarantees the desired feasibility of the training program for all its components. It is also the first step toward improving employee performance, work efficiency, and effectiveness. It also identifies the target audience for the training process and the kind of training needed to identify obstacles from properly planned training programs.

Planning :- They should be aware of the facility's strengths and weaknesses before developing a planning framework in order to enhance the facility's shortfalls through improved strength and training.

Implementation of training:- The cost, trainer selection, assigned personnel training, and external training courses required to oversee the execution of training plans and program organization are all considered when establishing the need for teaching competency within the permitted time frame.

Follow-up and Evaluation of Training :- To determine whether the training program is beneficial, it is evaluated and tracked. To benefit from the advancement of the training process, it is also necessary to be aware of the complaints lodged by instructors and pupils. The evaluation process also comprises evaluating the program's strengths and weaknesses so that it can be enhanced in future iterations and become even more effective. (Amyan, 2016).

6.5. Benefits of training

The following are the benefits of training:

- Trained dependable and motivated personnel to maintain high moral standards.
- Preparation reduces turnover by instilling a sense of stability and minimizing labor sales and absenteeism.
- Training reduces manufacturing costs by promoting efficient and cost-effective use of products and facilities, reducing waste.
- Preparing for change management fosters staff awareness and interest in the process, as well as increased visibility, transparency, and opportunities for advancement and compensation.
- Finally, it supports maximizing employee quality and availability (Bhatia & Khugshal, 2020).

7. Methodology of Study

This study's research design was descriptive, with a quantitative way of assessing data collected from respondents.

7.1. Sample and Data Collection

The research population consists of all 80 Civil Protection employees in Annaba who have received training within the past five years. The research sample consisted of 37 participants. This study employed convenience sampling. The data was collected using a self-administered questionnaire, and participation was entirely optional.

7.2. Measures and Scales

The survey is divided into two sections: the first contains specific demographic features or characteristics, and the second covers research hypotheses.

This analysis focused on two variables: employee performance and training. A total of fifteen items on employee performance and training were employed.

The second component of the questionnaire is divided into three subsections. The first

subsection (3 items) addresses the identification of training needs (Al-Mzary, Abedallah D.A Al-rifai, & Al-Momany, 2015), while the second section (Amyan, 2016) addresses the attitudes of Annaba civil protection employees toward the features of training tools and resources (5 items). In the third section, seven elements were employed to study the relationship between worker performance and training (Abdel-Gadir & Salim Hamed AL-Jahwari, 2020).

A 5-point Likert scale was used to measure each characteristic, with 5 points indicating strong agreement and 1 point indicating significant disagreement.

The questionnaire underwent reliability testing using Alpha Cronbach, resulting in a high value of 0.89 for full resolution, suitable for statistical analysis. Table 1 displays the coefficient Alpha Cronbach for resolution based on the questionnaire items.

Table 1. Alpha Cronbach coefficient

items	Alpha Cronbach coefficient
Training needs items	0,774
Training tools and ressources items	0,689
relationship between worker performance and training items	0,839
All items	0,827

Source: by the author

7.3. The Personal Characteristics of a Sample Search

Table.2. Characteristics of the sample of the study

Characteristics	frequency	percentage
Gender		
Male	32	86,5
Female	5	13,5
Total	37	100,0
Age		
From 25 to 44 years	24	64,9
From 55 to 54 years	8	21,6
55 years and above	5	13,5
Total	37	100,0
Highest level of educational achievement		
Secondary level	17	45,9
Bachelor's Degree	10	27,0
Master's Degree	9	24,3
Post graduate	1	2,7
Total	37	100,0
Management position		
Lieutenant	20	54,1
Sergeant	7	18,9
Corporal	8	21,6
Agent	2	5,4
Total	37	100,0

Source: by the author

According to the data in the table 2, men account for the majority of respondents (86.5%),

with ages ranging from 25 to 44 (64.9%). They are lieutenants (54.1%) and have university degrees ranging from bachelor's to master's to PhD.

8. Results and data analysis

To determine the attitudes of Annaba Civil Protection employees toward identifying training needs, training tools and resources, and the impact of training on Annaba Civil Protection employees' performance, the means and standard deviations of the participants' responses to the relevant items in the scale were calculated, taking into account that means falling between (1 and 2.59) were deemed low, and means falling between (2.60 and 3.39) were deemed medium, and means exceeding 3.40 were deemed high.

8.1. The attitudes of the Annaba Civil Protection employees toward The identification of the training needs

Table 3 reveals that when asked about the process by which their organization would decide the training to cover, civil protection officers responded neutrally, with a mean of (3,126) and a standard deviation of (0,988). Thus, it can be concluded that the employees who participated in the interview believed their management was less interested in determining what type of work needed to be done now and in the future, as well as routinely evaluating worker performance to determine what training requirements needed to be satisfied.

Table.3. Mean and Standard Deviations for the Terms of the identification of Training Needs

Items	N	Mean	Std. Deviation
1 The method used in identifying the training needs is based on the work requirements.	37	3,30	1,372
2 Training needs are identified through comparing the current abilities of employees and the new requirements of work.	37	3,14	1,159
3 Training needs are identified based on the regular assessment of performance.	36	2,97	1,028
Total	37	3,1261	0,98867

Source: by the author

8.2. Attitudes of the Annaba Civil Protection employees toward the training tools and materials

Table 4 shows that respondents agree with the content of sentences 4, 7, and 6, in the following order. They have, however, stayed neutral on phrases 5 and 8. It may be concluded that the sample members believe the training program content is acceptable for the workers' needs and experience and that there are enough exercises and practical tasks. Furthermore, interrogators believe the methodology used in the training sessions is sound and effective. On the other hand, the sample believes that the training time, methods, and instruments used are insufficient for the subject matter.

Table.4. Mean and Standard Deviations for the Terms of the Training Tools And materials

Items	N	Mean	Std. Deviation
4 Appropriate the content of the training programs to the experiences and needs of employee.	37	3,86	0,887
5 The tools and techniques which used in training are adequate and effective.	37	3,30	1,175
6 the way which used on training operations is good and effective.	37	3,46	1,016
7 Training material contents enough activities and practical exercises.	37	3,43	1,068
8 the period of training program is suitable for training content.	36	3,14	1,073
Total	37	3,4392	0,69213

Source: by the author

8.3. Identifying the impact of training on the performance of Annaba Civil Protection employees

The respondents agreed with all of the claims in Table 5, which show how training affects the performance of Civil Protection Corps employees in Annaba with a mean of (4,011) and a standard deviation of (0,608). According to respondents, their institution's training programs help them solve problems that arise while performing their duties, improve their skills and performance, increase their ability to adopt new technologies and methods, increase their productivity and levels of creativity, and complete their tasks faster.

Table.5. Mean and Standard Deviations for the Terms of The Impact Of Training On The Performance of Annaba Civil Protection employees

	Items	N	Mean	Std. Deviation
9	Training programs enhance my skills and Performance.	37	4,08	0,682
10	The training programs were relevant to the nature of my work.	37	4,30	0,740
11	The training programs helped me to become more productive.	37	3,92	1,038
12	Training help me to increase the speed of work achievement.	37	3,92	0,829
13	I feel more creative after finishing training programs.	36	3,78	0,929
14	Training programs helped me to solve some difficulties that I face at my work.	37	4,11	0,737
15	Training programs increased my capacity to adopt new technologies and methods.	37	3,97	1,040
Total		37	4,0116	0,60831

Source: by the author

9. Hypothesis testing

To test the research hypothesis, we will use a one-sample t-test.

H₀: The mean value of the population is equal to 3.

H₁: The mean value of the population is not equal to 3

9.1. The First hypothesis Test: Annaba Civil Protection's training program is designed based on the training needs assessment

Table 6 demonstrates that there is no difference between means, as evidenced by the significance value (0.443) being greater than (0.05). As a result, we accept the null initial hypothesis. In that instance, Annaba Civil Protection's training program is not based on a training needs assessment.

Table.6. Results of a one-sample t-test of the attitudes of Annaba Civil Protection Corps's employees toward training needs assessment.

	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Needs	0,776	36	0,443	0,12613	-0,2035	0,4558

Source: by the author

9.2. The second hypothesis Test : Annaba Civil Protection's employees consider the training program's components (tools and materials) as effective

Table 7 demonstrates that there is a difference in means, as evidenced by the significance value (0,000) being less than 0.05. Thus, we reject the null second hypothesis while accepting the alternative second hypothesis. This signifies that Annaba Civil Protection employees believe the training program's components (tools and materials) are successful. This is corroborated by the positive upper and lower limits of the confidence interval for the difference.

Table.7. Results of a one-sample t-test of the attitudes of Annaba Civil Protection Corps's employees toward training needs assessment.

	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Tools	3,860	36	0,000	0,43919	0,2084	0,6700

Source: by the author

9.3. The third hypothesis test : Training has an impact on raising employees' performance in Annaba Civil Protection Institution

Table 8 shows that there is a difference in means, as indicated by the significance value of 0.000, which is less than 0.05. Thus, the alternative second hypothesis is accepted. This demonstrates that training boosts worker performance in Annaba Civil Protection institution. This is supported by the positive upper and lower values of the confidence range for the difference.

Table.8. Results of a one-sample t-test of the attitudes of Annaba Civil Protection Corps's employees toward training needs assessment.

	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Impact	10,115	36	0,000	1,01158	0,8088	1,2144

Source: by the author

10. Conclusion

The research indicated that the training program helped to improve the performance of Annaba Civil Protection workers. The findings confirmed that the content of training programs was suited to workers' needs and experiences, that there were adequate practical practices and exercises, and that the training approach was good and effective. All of these positive aspects of the training process have had a positive impact on the samplers' ability to resolve the difficulties they face while performing their duties, as well as their ability to improve their skills and performance, adopt new technologies and methods, increase their productivity and levels of creativity, and complete their tasks more quickly.

The results also revealed that the training process was not without flaws, which the enterprise's management must consider and seek to solve when developing future training programs in order to reach higher levels of performance. Among these flaws are the lack of regular performance evaluations by human resource management to determine training

requirements, and the inadequacy of training time, techniques, and tools for the subject matter.

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