

THE IMPACT OF WORKERS' TRAINING IN ESTABLISHMENT OF THEIR PERFORMANCE

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Abstract

Every organization, irrespective of whether their final aim is realizing profit or not, wishes to have qualified staff in its structure, and they achieve this through recruitment and selection. Despite this, the need to learn new knowledge, development of skills as well as the need to achieve the goals of the organization makes managers apply staff training. Through implementation of this, managers try to realize the aforementioned objectives, but also raising the workers' performance and so, this is a factor that influences the improvement of workers' motivation in the workplace. All this effectiveness achieved through staff training application, inevitably affects the setting of firm performance, it makes firms possess competitive elements in relation to other firms, ie elements for safe walking towards success. It is important to note that the empirical data clearly demonstrate that the staff training permanently affects the establishment of workers' performance, but it also increases their effectiveness and efficiency. Continuity to different trainings results in high performance of the workers, whereas contrary to this, discontinuity to different trainings results in their low performance. So, based on what was mentioned above, we can point out that between staff training and employees' performance there is a connection, where trainings affect increase of performance, and the opposite, by no means should be forgotten that a trained staff in this way, being on the cutting edge in terms of innovations in science and technology will reflect positively on all the tasks that the firm has towards their goals, in order to lead in terms of successes.

Keywords: assessment of needs, objectives, training program, types of training, knowledge and skills.

1. Introduction

Staff is the most important factor in an enterprise which the enterprise

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provides through recruitment and selection increasingly being based on their knowledge and skills. But, given the complexity and variability of the environment as well as the efforts of the company to achieve various purposes, makes the need for staff training inalienable, since through it the employees benefit higher knowledge and skills for the existing work or new work. This effect is achieved through a training program which includes: identifying and evaluating of needs, setting goals, as well as its implementation and evaluation of this training program. Realization of this training program can be accomplished in different forms and duration. Research cases clearly demonstrate that training is satisfactorily applied, increasingly being based on needs and goals they want to achieve. Trainings are numerous and of diverse fields, which result in higher performance of their followers.

1. 1. Goals of study and expected outcomes

Realization of this research paper is intended to provide data on the level of training application by public administration and enterprises in Peja municipality and its impact on the workers' performance. The contribution of this study is to provide data regarding the training and also another option for eliminating the problem.

1. 2. Discussion of the problem

Public administration and enterprises in Peja, in its structure have skilled employees, but technological changes, increase of service quality, performance targets are some of the elements that promote the management of public administration and enterprises in Peja municipality to apply staff training. In this paper will be discussed the training and its impact on the performance of workers.

1. 3. The researching / investigative question

In this paper we will address employee training and the effect of training on performance of employees, therefore during implementation of this paper, we will try to answer this research question:

Does training of workers impact on their performance. If there is, what an impact it is?

1. 4. Formulation of hypotheses

Hypothesis 2. **Through consistent application of training, the performance is higher among the workers.**

Hypothesis 1. **Through inconsistent application of training, the performance is lower among the workers.**

Hypothesis 0. **There is no connection between training and performance of employees.**

1. 5. Limits/limitations

Research is limited to six case studies and that in public administration of

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Peja municipality, as well as in enterprises, “BIRRA PEJA”, “Hidrodrini”, “Luani AG”, “MOB IN”- Peja unit, and “BOBI”.

1. 6. Methods used in the study

For realization of this research paper, are used theoretical and empirical data. Empirical research is conducted through an interview in public administration and enterprises in the municipality of Peja. The questionnaire is formulated and implemented in practice in 2014, whereas theoretical data are derived from appropriate literature on the subject.

2. Meaning and importance of training

“Staff training is a learning experience, through which is aimed to achieve a relatively stable change to employees by improving their performance during work. This way, the training involves changing the qualifications, knowledge, attitudes or behavior. This change can lie on what the employees know, how they work or even on their attitudes towards work, colleagues, managers and the organization”⁸⁶. So staff training means an attempt of the organization to continuously affect the increase of its employees’ performance.

2. 1. Training program

Training is a very important element that contributes to the achievement of objectives of the organization, and during the realization, it goes through these stages:

1. Identification and evaluation of training needs

Managers must identify and assess when and what form of training the staff for training needs. Managers identify and assess these needs “through an overall analysis of the organization using the documentation on absenteeism at work, job description, data job security and other data, as well as conducting opinion surveys of employees about work, managers and the organization as a whole”⁸⁷.

2. Setting of objectives

Given that training is applied to achieve a particular objective, therefore every organization whether profitable or not at this stage, sets its objectives it claims to achieve. “There are many types of objectives: final objectives, specific objectives, intermediate objectives, learning objectives, etc. For simplicity, we will distinguish two categories of targets and objectives: organizational objectives and learning objectives”⁸⁸.

⁸⁶Robins, S. DeCenzo, D. Moon, H. (2011): *Bazat e menaxhimit*. UETPress, Tirana, Edition 6, page 267

⁸⁷Llaci, Shyqyri. (2002): *Manaxhimi*. Albpaper, Tirana, page 310

⁸⁸Koli, Zana;Llaci, Shyqyri. (2003): *Manaxhimi i burimeve njerëzore*. Albpaper, page 123

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3. Implementation of the training program

After realizing the preliminary stages, to achieve the objectives, managers implement a training plan which can be accomplished through a variety of methods. "Any organization, for selecting of training methods, relies on factors such as cost, training time, staff to be trained, and number and qualification level of instructors"⁸⁹. Preconditions for the success of training are clarity and reality of the goals. There are various methods of staff training but the most applicable ones are:

1. Training at work - means that employees are trained for a new job through an expert.
2. Training outside of work - This type of training characterizes saving time and working material and its superseding in class or in similar work environments.
3. Training through TV - This form of training is characterized by low cost, all inclusion of employees and greater opportunity for recognition with newer methods that are more effective and efficient.

4. Assessment of the training program

In order to be effective, a training program is required to be accompanied by continuous monitoring at every stage, so its possible errors or omissions can be corrected.

3. The empirical data

Research case - Public Administration of the Municipality of Peja

Public administration of the Municipality of Peja in itself has a large number of employees by about 327 employees distributed in different sectors, who are selected through the process of recruitment and selection, so employees possess knowledge and ability for adequate work. But, despite this, the need for training is always evident because technology is always changing, customers require better services, eliminating the concessions made, achievement of objectives and a range of other parameters require and justify implementation training. These needs are identified using different reports and, even on this basis the evaluation of the need is carried out. After this takes place the setting of the goals that are based on identified needs. On this basis follows the request for training in Kosovo Institute for Public Administration "IKAP" and then will be drafted the training program which contains start time, end, duration, location, and the training method of the employees who will be trained. Although various methods of training are used, as the most effective method is assessed training at work, but also classroom training, where the fact that other methods are also effective is not neglected. In this administration, a lot of trainings are applied, in addition at the beginning of 2014;

⁸⁹Llaci, Shyqyri. (2010): *Manaxhimi. Albpaper, Tirana, page 401*

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eight trainings are applied, attended by many employees. All the employees are trained, but there are employees who have been trained more times. After training they have expressed a higher performance, contributing to achievement of certain performance objectives. Assessment of their performance the leaders evaluate through reports which take place at the beginning and end of training, but also in the workplace.

Case of research – The Company “Hidrodrini” in Peja

The next research case is the company “Hidrodrini” that stands quite well as an enterprise, either for itself as organization or in relation to consumers. This company has a total of 216 workers. All employees are qualified in conformity with performing work; nevertheless, the company has a training system for its employees. This training system is continuous, and any training arises as a need, and these needs are identified according to customer requirements iecustomers requirements and company policies, therefore requests from previous years or planning business plan. The Company “Hidrodrini” surely has goals that it wishes to achieve through training, and these objectives are in the nature of water shortage and staff efficiency. The company “Hidrodrini” aiming achievement of these objectives uses largely technical methods but also trainings for administration, so methods respond to the company requests. Regarding which method results more efficient, the company “Hidrodrini” pays special attention to training programs for accounting and customer relationship as too sensitive points for the company and the positive report with customers. The company, Hidrodrini " so far has applied a lot of trainings: training in the use of accounting software, eliminating water losses, labor safety, water disinfection and various trainings about how to behave with customers. These trainings that the company holds are three-day, four-day and three-month trainings. Usually the workers are subject to these trainings based on their performance. So far over 20 to 30 employees have been trained. After training, the staff becomes qualified, but it also depends on the type of training and employees as subject of training. For a better performance, there are cases when workers are subject to different trainings. The company evaluates the training results from analyses of performance before and after training.

Research case, , Luani AG” market in Peja

, , Luani AG” market has a structure composed of 12 workers, all capable of performing their work, but it still applies staff training since there is always need for training. These needs are identified and evaluated through various reports, but some of the needs are: elimination of errors, behavior with customers and many other needs. After this are set the objectives which are of different nature depending on the need and plan of the company. To achieve these objectives are applied different methods of staff training but they consider more efficient those at

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the workplace. So far seven trainings have been applied in different areas and duration, attended by seven workers, who after training have shown a higher performance. This performance they evaluate through the application of the survey before and after the training.

Research Case-The Company, , BOBI" in Peja

The research case of the production company "BOBI" is another research case in terms of the training system. This manufacturing enterprise deals with production of shoes and has 52 employees. This enterprise considers profitable that occasionally, normally under a preliminary plan, to hold various trainings for its employees, and thus to stay at the cutting edge in terms of placing different models. Given that this company produces shoes, then the needs are identified by the current requirements in this regard. Assessment for training needs the enterprise makes to enable its employees work on different types of shoes. This enterprise has its objectives it wishes to achieve through training, and they are following the new technology, different design, qualifying for quick and precise work, and marketing for placing the products etc. This company uses different methods but the most common and more efficient methods; the company considers to be practical ones which respond to production needs. So far, 2-3 trainings have been held and they last from 1 to 3 months. Depending on training takes place the selection of the staff to attend training sessions. So far 30 to 40 workers have been trained, and after the trainings they had attended, their performance increased. Regarding performance, this enterprise records the performance of its employees before and after the training, as well as during the work.

Case study -manufacturing enterprise, , BirraPeja " in Peja

Case study of the production company, BirraPeja " is a case study in the continuity of the current study cases where elaborate system of training at various companies. The enterprise in question is a successful venture for the production of beer which has employed a considerable number of workers, thus it has a total of 204 workers. This company consistently applies various trainings for its staff. In this enterprise they deem it necessary that every new employee must first be trained, which serves as identification of needs made by the enterprise, depending on location where the workers will work, they will be trained. Through these trainings, the enterprise wants to achieve its main objectives for the work the employee is due to carry out, perform without problems. Workers in this enterprise perform different jobs in manufacturing; therefore the trainings are adequate for everyone and last from 1-3 months. Enterprise makes no selection, so the training should be followed by every new employee. So far every company employee has initially been

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trained for the work they have to do. Training positively affects subsequent performance of employees. What results are achieved through training, the enterprise learns through preliminary performance, the subsequent performance and the continuous performance of the workers.

Research Case -, , MOB IN" unit in Peja

-, , MOB IN" Peja unit is an enterprise which, from the beginning until now aims to provide quality products to customers, which success the enterprise is achieving, therefore the success achieved in this work undoubtedly comes from the quality of the employees, so that the company pays special attention to training its employees. Although their structure has 9 qualified employees, applicability of the training is satisfactory, mainly for different needs. Enterprise identifies these needs and estimates them through various reports, but also on the basis of its policy. After identification and assessment of the needs, the enterprise sets goals which are related to its needs and policy, where a number of its objectives are to increase the quality of services, elimination of failures, good behavior towards customers and many other targets. To achieve the needs and objectives, the company applies different methods of training, where depending on the needs, objectives, cost, and duration is determined which type of training is applied. But, as the most efficient method is assessed training in the workplace because it is believed that workers are trained more through practice. For staff training, a lot of trainings have been applied, which lasted a day, but in some cases they lasted two to three days, depending on the topic and type of training. For training are selected those workers who need it most, but it is worth mentioning that all the staff is trained. Undoubtedly, after having completed the training course, workers show a higher performance for existing work, whereas for innovations they have sufficient knowledge to perform the work in detail. The enterprise estimates results of the workers through survey that it carries out after the training, as well as in the workplace by utilizing various reports.

3. 1. Analysis of empirical data

Given the empirical data we can say that the training staff finds satisfactory viability in Peja in any organization, regardless of whether the final aim is realizing profit or not. This training is accomplished based on the different needs mainly to these needs: to improve service, to improve quality of products, for better behavior towards their customers, for the elimination of errors, for exploitation of technology, and more other needs. These needs are identified and evaluated through various reports, customer requirements as well as the enterprise plan and policy. After having achieved this, the companies set the goals that are based on

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their needs and policies. By setting goals, they pave the way for the design of the training program, which in itself contains these elements: duration, determining the time of onset, staff selection for training and determining the location where the training will take place. For staff training, these enterprises use different methods of training, but as the most efficient method is assessed training at the workplace, because they think that workers become more trained in practice, but it should be noted that other methods are effective, too. Enterprises have applied many different training duration and in different areas, all this in order to meet the needs and goals through the establishment of employee performance. From the empirical data we see that enterprises continuously train employees, but always starting from those most in need. It is worth noting that after completion of the training, the skilled workers have expressed performance in proportion to the training that had followed, this means that as many trainings attended their performance increases. Managers measure this performance by applying the survey at any stage, but also in the workplace. Based on this analysis we can say that the training is satisfactorily applied and shows effective results, but we must keep in mind that there are always more space and opportunities for better, then in the field of recommendations we will make some recommendations which are in the function of growing results.

4. Conclusions

Training is a very important factor for any organization regardless the final aim of realizing profit or not, because through it workers become trained and show a higher performance, which simultaneously corresponds to the realization of the objectives in the organization. Based on empirical data, we can conclude that training in our country is implemented, based on a specific need and purpose. Different methods are being to train workers, depending on the need, scope, duration and cost. So based on theoretical and empirical data we can say that the training is effective in increasing the performance of employees and as such it is applicable in practice, but not at a satisfactory level.

5. Recomendations

Based on the importance of training and the analysis of empirical data, we can come to these recommendations:

- Training must comply with the requirements and goals of the organization
- Each training must be fully applied from a prior plan of work
- All the training methods must be implemented
- Trainings must be in continuous application
- After each training, the effect of training to employees must be analyzed

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- Those who are in need in training must be given the priority

Summary

Based on what was said above, we can say that the training has a special role in raising the performance of employees. It can be accomplished in different ways but always based on the needs, objectives and on the basis of its cost. Training effects can be observed from the first training conducted, but considering that the enterprise environment is flexible and objectives do not cease, then obviously we can say that only a single training conducted, does not meet all the requirements and needs identified in ground, therefore all the staff is required to be trained as much and in different areas. So from a discussion of this topic we can draw that training has an impact in raising the performance of the employees and as much that it is applied, the impact is greater in raising their performance and vice versa. So based on this we can say that the hypothesis 1 and 2 are correct and hypothesis 0 is incorrect.

Literature

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