

**THE IMPACT OF TRAINING AND DEVELOPMENT ON EMPLOYEE PERFORMANCE: A CASE STUDY OF SELECTED PRIVATE SECONDARY SCHOOLS IN PHNOM PENH CAMBODIA**

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**ABSTRACT:** *Today, most of the private secondary schools have been suffered from low performance because of the lack of effective employee training and development. That's why this study has been conducted over a period of five months from March to July 2019 on the impact of training and development on employee performance. The study took a sample size of 90 respondents from the target population of 220 employees from the entire staff namely: principals, coordinators, and teachers of six (06) reputable private secondary schools in Phnom Penh, Cambodia used as a case study. However, 74 respondents were collected. Statistical Package for Social Sciences (SPSS) and ANOVA method were used. From the results of the study, it can be concluded that there were benefits of training and development on employee performance which enabled the school to maintain its competitive advantage, increase in job satisfaction, and reduce employee turnover. Training and development provided new employees skills, and enhanced competence they need to perform their jobs to contributed to higher productivity and promoted successful succession planning aligns with school objectives. However, the school needs to have a necessary training and development policy for effective implementation. The study hypothesized that; there is a positive relationship between training and development and employee performance.*

**KEYWORDS:** training; development; impact; employee performance

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## **INTRODUCTION**

### **Background of the study**

Nowadays, training and development play a crucial and functional role in supporting every business in the world, because training improves the efficiency and the effectiveness of both employees and the institution (Raja, Furqan & Khan, 2011). Although, the private secondary schools in Cambodia have strengthened the training and development among the other function of human resource management to improve job satisfaction, morale, positive attitudes, and skills at all levels of employees in the school toward productivity and performance. It has been observed that training and development can help to change or improve the behavior of employees in the workplace so as to stimulate efficiency to achieve objectives and strategies of the school. Many schools have over the years practiced training program to assist the school achieves its short and long term objectives by adding value to its human capital. Moreover, training and development are need-based in the sense that they are undertaken to fill some knowledge gap within the schools. According to Shepard, Jon et al., (2003) training and development improve the overall performance of the organization. It is believed that training and development are helpful not just for the school itself but also to the employees since the purpose of training and management development programs is to improve employee capabilities and organizational capabilities. It is,

therefore, the schools need to have proper training and development framework in running its operations to raise effectiveness, efficiency, and stability.

### **Statement of the Problem**

During the last decade, most of the private secondary schools have been suffered from low performance because of the lack of effective employee training. According to Mwita (2000) performance is the key component to achieving the goals of the organization. However, achieving employee training goals and objectives are the main challenge for schools. The training development has been a significant strategic among the human resource management functions which need to be focused in the schools. Unfortunately, the majority of schools are not recognizing the importance of training to increase their employee's productivity and performance. This will lead to high job turnover then increase the cost to hire new employees which low down the school profitability. It observed that there was a positive between training and employee performance, as training brings benefits for the employee along with for the schools by positively impacting employee performance through the enhancement of employee's competencies and behavior. Despite these findings, there are still a lack of strong theories mechanisms for the training and development increase employee performance. There is a great need for additional evidence, this study will investigate the impact of training and development on employee performance in the selected private secondary schools in Phnom Penh, Cambodia.

### **Research Objectives**

In order to investigate the impact of training and development on employee performance for this study, the following research objectives need to be achieved:

1. To examine the benefits of training and development on employee performance.
2. To explore the relationship between training and development and employee performance.
3. To recommend strategies that can be used to improve the training and development of employee performance.

### **Research Questions**

To support the above objectives, the study need to answer following questions:

1. What are the benefits of training and development on employee performance?
2. What are the relationship between training and development and employee performance?
3. What are the strategies that can be used to improve the training and development of employee performance?

### **Research Hypothesis**

In order to achieve the objectives designed for this study, the following research hypothesis is stated based on the revelations in the review of the literature regarding with the impact of training and development on employee performance in private secondary schools in Phnom Penh, Cambodia.

H<sub>0</sub> = There is a significant relationship between training and development and employee performance.

H1= There is no significant relationship between training and development and employee performance.

### **Purpose and Significance of the study**

This study was to investigate the impact of training and development on employee performance in private secondary schools in Phnom Penh, Cambodia. The study might be produced the training and development strategies as the academic sources for other researchers. It may be used as a roadmap for principals, human resources professionals, and policymakers in developing compensation management policy for both public and private, educational institutions in Cambodia, and global perspective.

### **Scope of the study**

This study has been conducted over a period of five months from March to July 2019. The study was done mainly in selected private secondary schools in Phnom Penh, Cambodia where the researcher was able to get all the relevant respondents. This included school principals, school coordinators and teachers as the sample for a target of 90 respondents.

## **LITERATURE REVIEW**

### **Concept of Training and Development**

Training and development are known as the process of improving the existing skills, knowledge, and abilities in an employed. According to Saleem and Mehwish (2011) training is an organized increase from the basic skills needed for staff members to execute efficiently to operate the business. Another scholar, Laing (2009) defines training as an indicator to enhance superior skills, knowledge, capabilities, and outlook of the employees that result in the effective performance of the employees. It is observed that training and development make employees feel that they are part of the school's family to improve professional skills. Training creates a sense of belonging in all employees. It creates professional development and enhances the employee's skills that help them to work more efficiently. Adams (2002) said that training and development makes a knowledgeable workforce with fewer mistakes. Through training and development help to avoid the mistakes during performing the jobs. Essentially, it can improve the efficiencies in processes and financial gain, raise the ability to obtain new technologies, develop the innovation in the school.

### **Benefit of Training and Development**

Training and development are one of the main pillars of human resource management functions. It plays a significant role in promoting key skills and competence of an employee for better performance in the schools. A researcher, Olaniyanand Ojo (2008) stated that the training is important because it increases productiveness, enhance the good quality of work; improves skills, knowledge, job satisfaction, and develops the attitude of employees. And it can help to identify the potential for further development to develop new leaders and promote succession planning. It also brings the employee the level of effectiveness that they need to perform the job to positively improve productivity. Noe (2002) added that training improves the organizations to perform more effectively because it values employees. However, training and development are beneficial to both employers and employees in the school. The employees will be more efficient and productive if

they are trained properly. It is summarized that the benefits of training and development are: increased job satisfaction and morale, motivation, efficiencies in processes, capacity to adopt new technologies and methods, innovation in strategies and products and reduced employee turnover towards employee performance for educational quality for the success of school management.

### **The relationship between Training and employee performance**

The training and development contribute to the culture of enhancing learning to improve employee performance in the schools. It's necessary that the employees need to be well-trained to reach more capable of achieving performance. Harrison (2000) point out that the achievement of employee performance through training resulted from increasing knowledge, skills and abilities to carry out job-related tasks to achieve more corporate goals and influencing the performance of the organization. Nguku (2006) expressed that training assists employees in acquiring better skills, knowledge, and attitudes towards their better performance. According to Wright and Geroy (2001), employee competencies change through effective training programs. In addition, training and development not only improves the overall performance of the employees to effectively perform the current job but also enhance the knowledge, skills an attitude of employees necessary for the future job. Through training the employee competencies are developed and enable them to implement the job-related efficiently, achieve school objectives, and competitive advantages. Swart et al., (2005) viewed in his study that the implementation of training programs is a key solution to deal with employee performance issues such as filling the gap between the standard and the actual performance which is an effective way to raise employee performance. Thus, training and development are one of the vital human resource management practices, which positively affects the quality of employee knowledge, skills and capability resulted in higher employee performance. It is recognized that it is not possible for the school to gain higher employee performance without best utilization of its training and development programs, and it can only happen when the schools are able to meet its employee job needs to perform their task more effectively. It is concluded that the schools must be considered while selecting the most appropriate training intervention that helps schools to solve all problems and enhance employee performance to achieve school goals.

## **METHODOLOGY**

The study adopted a survey design. The study used purposive and simple random sampling techniques to select a sample size of 90 respondents from the target population of 220 employees from the entire staff namely: principals, coordinators, and teachers of six (06) reputable private secondary schools in Phnom Penh Cambodia. However, 74 respondents were collected. The questions were designed to sample the observation of the respondents on the impact of training and development on employee performance. According to Cooper & Schindler (2001) defined that data analysis is the process of editing and reducing accumulated data to a manageable size, creating summaries, finding for patterns and using statistical methods. The data were analyzed, presented and interpreted using descriptive statistics of SPSS and ANOVA analysis. These results were interpreted in terms of research objectives.

### **Presentation of Data**

The data were presented based on the two research questions and hypothesis. Results were

presented according to the individual responses on the research questions and the hypothesis which guided this paper.

### Personal Information for Respondents

The demographic information was important because it showed the distribution of questionnaires across the schools as far as their personal information was concerned. The results are as presented in table1.

Table 1: Showing the descriptive statistics of demographic

No	Variable	Frequency	Percent	
1	Gender	Male	40	54.1
		Female	34	45.9
		<b>Total</b>	<b>74</b>	<b>100</b>
2	Marital Status	Single	36	48.6
		Married	37	50
		Divorced	1	1.4
		<b>Total</b>	<b>74</b>	<b>100</b>
3	Age	20-30 years	38	51.4
		31-40 years	34	45.9
		41-50 years	2	2.7
		<b>Total</b>	<b>74</b>	<b>100</b>
4	Department	HR	4	5.4
		Academic	56	75.7
		Operations	14	18.9
		<b>Total</b>	<b>74</b>	<b>100</b>
5	Qualification	Undergraduate	27	36.5
		Post-graduate	39	52.7
		Professional and other qualification	8	10.8
		<b>Total</b>	<b>74</b>	<b>100</b>
6	Experiences	1-5 years	41	55.4
		6-10 years	18	24.3
		11-15 years	11	14.9
		16-20 years	4	5.4
		<b>Total</b>	<b>74</b>	<b>100</b>

*Source: field survey 2019*

Summary of result on Table 1 above shows that respondents were from three different departments, the human resource, the academic, and the operations. The school has men and women of vast experience. The school men and women of high education standard that can help in achieving the

set objectives for the school. Aside from this, the nature of the job demands for more men than women. However, the school has a responsible workforce and have more matured, active and agile in the school.

Table 2: The benefits of training and development on employee performance

No	Items	n	Min	Max	Mean	Std. Dev
1	Training and development enabled the school to maintain its competitive advantage.	74	1	5	3.85	0.960
2	Training and development increased job satisfaction and morale among employees.	74	2	5	3.91	0.772
3	Training and development reduced employee turnover and enhanced school image.	74	2	5	3.74	0.794
4	Training and development contributed to higher productivity in the school.	74	2	5	3.93	0.782
5	Training and development provided align with school objectives.	74	3	5	3.91	0.716
6	Training and development provided new employees the skills, and enhanced competence they need to perform their jobs.	74	2	5	3.97	0.793
7	Training and development offered employees the opportunity to identify the potential for further development.	74	2	5	3.85	0.788
8	Training and development promoted successful succession planning.	74	2	5	3.90	0.779

Summary of result on Table 2 above presents the descriptive statistics of the variables. Though the analysis stated that Training and development provided new employees the skills, and enhanced competence they need to perform their jobs has the highest mean score of 3.97 with a standard deviation of 0.79 compared to all other variables. Moreover, the analysis shows that Training and development contributed to higher productivity in the school recorded a mean score of 3.93 with a standard deviation of 0.78 respectively, looking at the mean scores and small standard deviations of the variables which do not so far difference, it shows that pattern of response was quite similar to one another. These findings imply that all the respondents agreed that the benefits of training and development on their performance.

Table 3: ANOVAa

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	16.476	3	5.492	13.046	.000b
Residual	29.47	70	0.421		
<b>Total</b>	<b>45.946</b>	<b>73</b>			

### Testing of Research Hypothesis

H0= There is a significant relationship between training and development and employee performance.

H1= There is no significant relationship between training and development and employee performance.

Summary of result on Table 3 above reveals that the f-statistics of 13.046 shows that the model is statistically significant. It shows that is a significant relationship between training and development and employees performance

## **FINDINGS**

The findings of the study were based on three research questions and a hypothesis that guided this research. Results were discussed based on major themes of the study. From the results of the study, it can be concluded that there were benefits of training and development on employee performance which enabled the school to maintain its competitive advantage, increase in job satisfaction, and reduce employee turnover. Training and development provided new employees skills, and enhanced competence they need to perform their jobs to contributed to higher productivity and promoted successful succession planning aligns with school objectives. However, the school needs to have a necessary training and development policy for effective implementation. The study hypothesized that; there is a positive relationship between training and development and employee performance.

## **DISCUSSION**

Table one above indicates that 40 respondents representing 54.1% were male, 34 respondents representing 45.9% were female. This is due to the nature of the job. More so, there is a school of thought that men are more agile than women. Aside from this, the nature of the job demands for more men than women. Considering this table also, 36 respondents representing 48.6% were single, 37 respondents representing 50% were married, 1 respondent representing 1.4% were divorced. This implies that the school has a responsible workforce. In the area of marital status, 38 respondents fall between the ages of 20-30 representing 51.4%, 34 respondents with the ages of 31-40 representing 45.9% while 2 respondents with the ages of 41 -50 represent 2.7%. This shows that there is a more matured, active and agile workforce in the school. The analysis of the department in the above table shows that 4 respondents 5.4% were HR department, 56 respondents 75.7% were from the academic department while 14 respondents 18.9% were from the operations department. Considering the level of educational qualification, 27 respondents 36.5% were undergraduate holders, 39 respondents 52.7% have post-graduate while 8 respondents 10.8% have professional and other qualification. This implies that the school has men and women of high education standard that can help in achieving the set objectives for the school. In the section of working experience, 41 respondents representing 55.4% fall between 1 – 5years, 18 respondents representing 24.3% fall between 6–10 years, 11 respondents representing 14.9% fall between 11– 15 years, while 4 respondent representing 5.4% fall between 16–20 years, this shows that the school has men and women of vast experience.

Table two above stated that there were benefits of training and development on employee performance which enabled the school to maintain its competitive advantage, increase in job satisfaction, and reduce employee turnover. Moreover, training and development provided new employees skills, and enhanced competence they need to perform their jobs to contribute to higher productivity. It also offered employees the opportunity to identify the potential for further development. In addition, training and development promoted successful succession planning aligns with school objectives. Despite the benefits of training and development on employee performance, the schools still lack effective employee training and development policy and training management program.

Table three above hypothesized that; there is a positive relationship between training and development and employee performance. It prepares employees to hold the future position in the school with full capabilities and helps to overcome the deficiencies in any job-related area. The research affirmed the proposition that training and development has a positive impact on employee performance in the school.

### **IMPLICATIONS DERIVABLE FROM THE STUDY**

1. Training and development are beneficial to both employers and employees in the school. It plays a significant role in promoting key both hard skills and soft skills and competence of an employee for better performance in the schools. The training is important because it increases productiveness, enhance the good quality of work, improves skills, knowledge, job satisfaction, and develops the attitude of employees and values employees towards employee performance, educational quality to achieve school strategies.
2. Employee performance is very vital in the school to contribute to educational quality and achieve its strategies. However, performance can be achieved through training and development. Because the training and development improve the quality of service, motivated and satisfied with the career development, helped employees to perform their more effectively, enhance the implementation to new working approaches, improve the quality of employees' performance, and helped employees to adapt to new developments in order to improve productivity to achieve school goals.
3. Even, there were benefits of training and development on employee performance, and positive relationship between employee performance, the school need to see the necessity of having effective employee training and development policy with clear procedures as guidelines to manage the training program more effectively. The employees need to be provided a compulsory training program both on the job and off the job with the new process, or technology and methods for all employees to enhance their professional skills and the ability for better performance and align with school strategy.

### **CONCLUSION**

This study was carried out to investigate the impact of training and development on employee



performance with reference to private secondary school. The training and development play a fundamental role in the performance in the schools. The study highlighted that training and development benefits to employee performance. It enabled the school to maintain its competitive advantage, increase in job satisfaction and morale among employees, and reduce employee turnover. Moreover, training and development provided new employees skills, and enhanced competence they need to perform their jobs to contribute to higher productivity. It also offered employees the opportunity to identify the potential for further development. In addition, training and development promoted successful succession planning aligns with school objectives. Despite the benefits of training and development on employee performance, the schools still lack effective employee training and development policy and training management program. Although, the study hypothesized that; there is a positive relationship between training and development and employee performance. It prepares employees to hold the future position in the school with full capabilities and helps to overcome the deficiencies in any job-related area. The research affirmed that training and development has a positive impact on employee performance.

## RECOMMENDATIONS

It is realized that training and development have become necessary for the improvement of particular employees' skill, capabilities, career path, and efficiencies at work to improve employee performance. Based on the findings and conclusions of the study, the researcher recommends considering the importance of strategies proposed towards training and development practices at private secondary schools as the following.

1. The school should see the necessity of having effective employee training and development policy with clear procedures as guidelines to manage the training program more effectively.
2. The school should have a compulsory training program for all employees to comprehend the significance of training programs to enhance their professional skills and the ability for a better understanding of the performance objectives and their job functions in order to perform their job more effectively and align with school strategy.
3. The school should commit to providing the training and development of their experienced management staff that will help them to identify the potential for further development and promoted succession planning, and reduce staff turnover.
4. The school should organize the training programs in a way that enhances their abilities that are beneficial for the school. The staff needs to be encouraged to go on further development both on the job and off the job.
5. The school should provide sufficient resources for training to improve the training program with up-to-date with the new process, or technology and methods because new studies and researches enhanced learning and teaching methods.

## FUTURE RESEARCH

Finally, the study also recommended to further comprehensive study, the researchers should further investigate:

1. Training development strategies to enhance productivities in private secondary schools in Cambodia.
2. Training and development strategies to improve academic achievement at both private and public secondary schools in Cambodia.

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