

# **The influence of Training and Development on Employees' Performance at Manufacturing Industries in Mandalay, Myanmar**

**By**

**Lwin, N.N**

Horizons University, Paris

Email: [nway2lwin.mdy@gmail.com](mailto:nway2lwin.mdy@gmail.com)

## **Abstract**

In the competitive business world, employees are the principal assets of every organization. With a human workforce, organizations could achieve their objectives. Qualified and skillful workers are the fundamental sources of firms' performance and productivity. Organizations achieve positive business outcomes through employees' high levels of performance. To perform the assigned tasks, the employees need various skills and abilities. The training and development programs become issues to promote employees' skills and work-related knowledge. The current study focuses on the influence of training and development programs on employees' performance in the manufacturing sectors. The results show that training and development influence employees' performance.

**Keywords:** Training, Development, Employees' Performance, Manufacturing Industries, Myanmar.

## **Background of the study**

A qualified human workforce is the major asset of a successful organization. Organizations employ skillful and qualified workers to accomplish business goals through performance and productivity [1]. The employees come with unique skills and knowledge in the workplace; therefore, training and development programs become critical issues for training workers. Long-term human development includes training as a subsystem. As a result, training is more than just transmitting missing knowledge; it is also updating, revising, and systematizing employees' knowledge, skills, talents, and habits. Employee motivation, performance, and productivity result from training and development.

Training is defined as a set of methods that improve an individual's qualities to perform better at work. Training is an activity that promotes individual learning [2]. Training recognizes several training transfer elements that promote the transfer of learning from training to work settings, hence improving individual and organizational performance [3]. Employee training provides an opportunity to learn and grow [4]. The development programs include workplace knowledge learning, professional skills improvement, and changing personal behavior. Organizations realize that training improves employee performance and productivity while also serving as a risk management tool for new products, markets, and technology. Individuals' ability to perform specific tasks is developed, transformed, and directed through training [5]. Performance is the outcome of individually assigned duties and meeting organizational objectives. Employers invest a lot in training and development programs to promote staff performance.

## **The motivation for the study**

Human resource plays a vital role in business and economic development. To perform the assigned tasks, the employees need various skills and knowledge. Training is an essential human resource management practice that improves individual skills, knowledge, and abilities. Human resource development professionals assume training and development programs as the fundamental strategies of business development [6]. In developing countries such as Myanmar, the human workforce is the significant capital of every firm. Employers apply the human workforce significantly in manufacturing sectors compared with machinery and technical assets. The development of employees performs as the business goal, and the organizations train the required skills according to the business objectives. However, there needs to be more evidence on how training and development impact employees' performance and productivity in manufacturing because they need to apply hard-skill and soft-skill. The current study will analyze the influence of training and development on employees' performance in manufacturing industries in Mandalay, Myanmar.

## **Aim and Objectives**

The study purposes to study the influence of Training and Development on Employees' Performance in Manufacturing Industries in Mandalay, Myanmar. The specific objectives are as followings:

1. To determine the employees' perception of training and development programs, and
2. To analyze the influence of training and development on employees' performance.

## **Research Methodology**

To accomplish the research objectives, the quantitative research method is applied. The research method is a cross-sectional and descriptive study. The primary data are collected from targeted participants who are employed in targeted manufacturing industries. The research targets the manufacturing industries located in Mandalay, Myanmar. The respondents are employees who have one to five years of working experience and are willing to participate in the current study. The convenience sampling method is used because the participants are recruited through online platforms such as Facebook and Viber groups. Data are collected using a self-answered survey form which consists of personal factors (gender, and working experience), training and development questions, and performance questions. The training and development questions and performance questions are developed based on previous literature [7]. The collected data are analyzed using a statistical package for social science software (SPSS-version 25).

## **Findings and Discussions**

A total of 153 employees participated in the current study. The descriptive and inferential tests are used to present the findings and answer the research objectives. Table (1) presents the personal factors of respondents. Over half of respondents (54.9%) are female, and 51% have one to three years of working experience. 45.1% are male respondents, and 49% have 3.1 to five years of working experience at the time of the study.

**Table (1): Personal Factors of respondents**

		Personal factors	
		Frequency	Percent
Gender	Female	84	54.9
	Male	69	45.1
Working experience	1 to 3 years	78	51.0
	3.1 to 5 years	75	49.0

Table (2) reports how the employees in manufacturing industries perceive the provided training and development programs. According to the results, nearly two-thirds of respondents (38.6% + 36.6%) agreed with the statement of training implementation according to organizational policies. Over half (41.8% + 25.5%) also agreed on the relevance of training to organizational objectives, (39.2%+30.1%) answered that the training and development programs are aligned with organizational goals. Moreover, the employees agreed highly with the statement of getting job opportunities after training (34.0%+38.6%); skills improvement (34%+39.2%); satisfaction with training (45.8%+30.1%), and perceive the training as the critical factor of organizational and personal development.

**Table (2): Employees' Perception on Training and Development**

Items	Totally Disagree	Disagree	Neutral	Agree	Totally Agree
Implemented according to the policies	8 (5.2%)	4 (2.6%)	26 (17.0%)	59 (38.6%)	56 (36.6%)
Relevant to the training objectives.	11 (7.2%)	10 (6.5%)	29 (19.0%)	64 (41.8%)	39 (25.5%)
Align with organization objectives.	8 (5.2%)	7 (4.6%)	32 (20.9%)	60 (39.2%)	46 (30.1%)
Opportunity for career development.	5 (3.3%)	3 (2.0%)	34 (22.2%)	52 (34.0%)	59 (38.6%)
Offered skill, knowledge, attitude and creativity.	5 (3.3%)	9 (5.9%)	27 (17.6%)	52 (34.0%)	60 (39.2%)
Satisfied with the training programs.	8 (5.2%)	3 (2.0%)	26 (17.0%)	70 (45.8%)	46 (30.1%)
Training is a crucial factor.	6 (3.9%)	19 (12.4%)	31 (20.3%)	48 (31.4%)	49 (32.0%)

Table (3) describes the multiple linear regression test between training and development and employees' performance. According to the adjusted R square, the variation in employees' performance (71%) can be explained by changes in training and development. When one-unit changes in training and development, 0.62 units increase employees' performance at a 0.05 significance level.

**Table (3): Multiple Linear Regression**

	Unstandardized Coefficients (B)	t	Sig.	R square	Adjusted R Square	F
Constant	3.27	3.64	0.00	0.71	0.71	375.62
Training and Development	0.62	19.38	0.00			

Dependent Variable: Performance  
Predictor: Training and Development

The results show that the employees in manufacturing sectors have a positive perception of provided training and development programs. The staff assumes that training brings personal and professional skills development, and greater job opportunities [8]. Furthermore, the training and development programs influence directly employees' performance where the employees perform their tasks well and accomplish with high-level of business outcomes when they have certain skills and abilities through training and development programs. The findings are in-line with the study done by [9]. The researcher approved the positive linkage between training and development and employees' performance. And thus, the training and development programs are critical for manufacturing sectors located in Myanmar.

## Conclusion and Recommendation

Training and development programs have a significant correlation with employees' performance. Employers and human resource managers should provide training and development programs that match the organizational objectives and support employee skills development. Training and development should align with the business's objectives and the employees' needs to perform the job tasks. Providing adequate training programs is a significant investment for human capital development, which brings a competitive edge. Therefore, HR managers and employers should know the critical role of training and development. The recent study targets only the manufacturing sectors in Myanmar, and the other industries are the study's limitations. Moreover, thus, further studies should analyze how other industries' training and development programs impact employees' performance through different research methods and large samples.

## References

- [1] Laing, I. F. (2021). The impact of training and development on worker performance and productivity in public sector organizations: A case study of Ghana Ports and Harbours Authority. *International Research Journal of Business and Strategic Management*, 2(2).
- [2] Armstrong, J. S. and Overton, T. S. (1977), "Estimating Nonresponse Bias in Mail Surveys", *Journal of Marketing Research*, Vol. 14, pp. 396-402.
- [3] Guterres, L. F. D. C., Armanu, A., & Rofiaty, R. (2020). The role of work motivation as a mediator on the influence of education-training and leadership style on employee performance. *Management Science Letters*, 10(7), 1497-1504.

- [4] Richey, R. (2000), "The legacy of Robert M. Gagne", The Legacy of Robert M. Gagne, ERIC Clearinghouse on Information and Technology, Syracuse, pp. 295.
- [5] Sendawula, K., Nakyejwe Kimuli, S., Bananuka, J., & Najjemba Muganga, G. (2018). Training, employee engagement and employee performance: Evidence from Uganda's health sector. *Cogent Business & Management*, 5(1), 1470891.
- [6] Werner, J. M. (2021). *Human resource development: talent development*. Cengage Learning.
- [7] TAYE, M. (2022). *The effect of training and development on employees' performance: the case of federal transport authority (Doctoral dissertation, ST. MARY'S UNIVERSITY)*.
- [8] Laing, I. F. (2021). *The impact of training and development on worker performance and productivity in public sector organizations: A case study of Ghana Ports and Harbours Authority*. *International Research Journal of Business and Strategic Management*, 2(2).
- [9] Aburumman, O., Salleh, A., Omar, K., & Abadi, M. (2020). The impact of human resource management practices and career satisfaction on employee's turnover intention. *Management Science Letters*, 10(3), 641-652.