

T.C.
UNIVERSITY OF GAZIANTEP
GRADUATE SCHOOL OF SOCIAL SCIENCES
DEPARTMENT OF BUSINESS ADMINISTRATION

**Training effectiveness on employee performance:
A research on humanitarian organization employees**

MASTER'S THESIS

AYA AKSH

GAZIANTEP
July 2018

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Date of Viva: 11 – July - 2018

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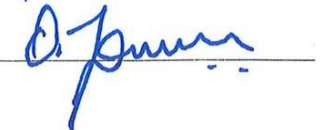
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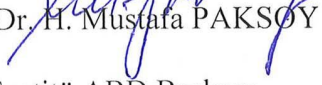
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DEDICATION

This thesis is dedicated to:

My creator, My Allah

My Mother

My father's soul

They are the reason of what I am who I
am today

ETHICAL DECLARATION

I hereby declare that all information in this document has been obtained and presented in accordance with academic rules and ethical conduct.

I offer all information, documents, evaluation and results in accordance with scientific ethics and moral rules. When I refer to the works that I have used in the thesis study by finding suitable reference.

I have not made any change to the data used. In this thesis, the work I gave you is unique. I hereby declare that I accept all other rights losses which may arise in case of contrary.

ABSTRACT

Training effectiveness on employee performance: A research on humanitarian organization employees

Aya Aksh

M.A. Thesis, Department of Business Administration

Supervisor: Asst. Prof. Dr. Özlem YAŞAR UĞURLU

This study examined the impact of the training programs on the employee's performance and their engagement to the work as defined in some of empowerment literature in non-governmental organizations in the city of Gaziantep. The dimensions of training (independent variable) were: engagement and motivation while the dependent variable was job performance. Each independent variable has sub-variables who help to measure performance accurately.

Out of 500 employees who work in humanitarian field, 103 employees completed the questionnaire. Employees were selected by the criteria of having training programs in their HR department or other departments in their organizations which consider training as important tool which leads to the overall development of the NGOs. Electronic – and paper survey – were administered through links which were sent to employee's emails and through social media programs like Facebook, Linked'in – reddit, in addition to in person visits.

As a result, the depended variable of employee performance of organizations was predicted by the Human Resources Management (HRM) processes, where the most predictor variable was recognition.

In this context, this study was of very few studies which examined the relationship between training effectiveness on employees' performance taking into consideration engagement and motivation as main dimensions in NGOs based in Gaziantep. Employees were the unit of analysis for this study.

Keywords: Human Resources Management (HRM), Training effectiveness, Job performance, Non-Governmental Organization, Engagement, Motivation.

ÖZET

Bu çalışma insan kaynakları eğitim programlarının etkinliğinin çalışan performansı üzerindeki etkisini incelemektedir.

Bu amaçla Gaziantep ilindeki sivil toplum organizasyonlarındaki 103 çalışana anket uygulanmıştır.

Çalışanlar insan kaynakları departmanı olan bir kurumda çalışan ve eğitim alan işgörenlerden oluşmaktadır. Anketler hem online hem de yüz yüze ziyaretler sonucunda uygulanmıştır.

Sonuç olarak ik eğitim etkinliğinin çalışan performansını pozitif yönde etkilediği saptanmıştır.

Anahtar Kelimeler: İnsan Kaynakları Yönetimi (İKY), Eğitim etkinliği, İş performansı, Sivil Toplum Örgütü, Katılım, Motivasyon.

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I am indebted especially to my sister and brother for encouraging me to accomplish this job.

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CHAPTER ONE

1.1. INTRODUCTION

The introduction of this thesis dissertation talks about the background of the research, human resource management and Non-Governmental Organizations, the problem statement, significance of the study, sampling, aim of the research and the link between this study and previous studies.

1.1.1. Background of the Study

Human Resource Management (HRM) is the department which has its main responsibility to focus on the function of the employee and improve their skills, one of those responsibilities and tools is training that HRM believes in to get best performance from employee.

Training has been a very effective tool for improving skills, confidence, capabilities, and competencies. Its essential role is through achieving the objectives of the organizations by keeping the interest of both the employees and organizations.

This study will investigate the effect of training on employee performance, and the impact of this kind of relationship on the humanitarian organization performance in non-governmental organizations working in Gaziantep.

As a conclusion: HRM works on the effective utilization of employee to best achieve the goals and strategies of the organization, as well as the goals and needs of the employee (Werner & Desimone 2009) by managing the company according to several activities that help employee to improve their skills, one of those responsibilities and tools is training that HRM believes in to get best performance from employee.

1.1.2. Human Resource Management and Non-Governmental Organizations

The concept of NGO came into use in 1945 following the establishment of the United Nations Organizations which recognized the need to give a consultative role to

organizations which were not classified as government nor member states (Willett, 2002).

Based on The United Nations Office for the Coordination of Humanitarian Affairs (OCHA), Plenty number of NGOs established last 4 years here in Gaziantep due to frequently crisis, but those NGOs didn't give enough attention to performing HRM function as their HR departments had lack of knowledge that it has high impact on their employees' performance. Employees in different organizations don't fully realize how much Training can affect their performance and that is related to their organization's culture.

An NGO is a non-governmental non-profitable group of organized people either on a national or international basis. This group has a common interest, which provide a various number of humanitarian services to people/countries in need of this services. Some of them are organized based on specific issues, such as health, environment or human rights. The idea of NGO started 1945 after the establishment of the United Nations Organizations. (Lekorwe & Mpabanga, 2007).

The positive relationship between HRM processes and the performance of employees may help to adopt the management path and make the directors, CEOs, HR managers of organizations improve the performance of their employees which leads to the overall development of the NGOs. (Rehema, 2014). Many of the previous studies have applied different HRM processes on workers in business, enterprises, educational areas. However, few of these studies were applied to non-governmental organizations NGOs and civil society organization
So, this research will add to the previous concepts the knowledge of the HRM processes impact on employees' performance in NGOs.

1.1.3. The Problem Statement

Humanitarian organizations based in Gaziantep try to survive in the turbulent dynamic market, strong emphasis must be laid on human capital in order to be competitive and meet human needs under crisis.

Employees in different organizations don't fully realize how much HRM processes can affect their performance and that is related to their organization's culture.

Nevertheless, there are many other factors affecting the organizational success. Organizations are expected to have productive employees. Furthermore, organizations differ according to the human capital basis. This is because of its characteristics, such as knowledge, motivation, and skills of employees, which is considered as an invaluable factor in remaining sustainable in the market.

Therefore, organizations should have employees who have the ability to adjust to the business environment. According to Paradise (2007), the U.S. organizations spend 126 billion dollars every year on training and developing their employees. Thus, it is a vital issue for all the levels of the employees to have an integral program for training every now and then. This is because the skills diminish over time and need to be renewed (Nishtha and Amit, 2010).

1.1.4. Significance of The Study

The practical significance of this study research is to raise the lack of awareness organizations about the importance of refining their employees' skills and how much can the right human resource management affect their organizational development by raising employees' performance. The study will support also the organizations to find a solution to survive in the turbulent dynamic market, strong emphasis must be laid on human capital in order to be competitive and meet human needs.

1.1.5. Sampling

Random sampling was used to choose a sample of employees from non-governmental organizations in Gaziantep. Employees were selected by the criteria of having training programs in their HR department or other departments in their

organizations and had training courses also; the total number of the selected employees was approximately 500 who work in humanitarian field; The sample size was 110 employees that represents 25% – calculated using an Internet online calculator. 103 questionnaires were received; 7 of them were excluded because of missing data. So, the remaining 103 questionnaires were valid for analysis.

1.1.6. Aim of the study

The aim of the study is to examine the relation between training effectiveness and employee's performance in the humanitarian organization. The relation might help to add knowledge and raise the awareness in the context of Non-governmental organization (NGOs) and conclude the results of the study in order to boost employees' performance.

1.1.7. The link between this study and previous studies

The current study is different from the previous studies in the practical field as it is in the non-governmental organizations in Gaziantep. While there are few studies that have addressed the relationship between each dimension of training effectiveness and the employees' performance.

Many studies examining the relationship between training effectiveness and some dimensions of performance in business, education, banks, industry and nursing sectors such as: (Muhammad Imran and Aiman Tanveer 2015), Impact of training & development on employees' Performance in banks of Pakistan, European Journal of Training and Development Studies

The research in Non-governmental organization (NGOs) is limited. Therefore, this study may add to the training effectiveness literature by examining the relationship between the training effectiveness dimensions and employees' performance and its effects on the organization performance.

CHAPTER TWO

2.1. LITERATURE REVIEW

The literature review will provide a conceptual framework from which to plot and arrange the study. The literature review will involve recent and relevant literature and will present compatible material in a qualitative approach.

2.1.1. Human Resource Management

Human resource management is a procedure that assists corporations recruit, choose and expand personnel in the corporation. It is a center management characteristic in any sort of corporation. It creates the maximum essential situation for organizational overall performance. Stanley and Albin, (2013) defined human resource management as a management feature inside organizations involved with humans and their relationships at work. The base form of HRM is that all employees in the organization are able to perform and it's only the obligation of management to put in place the right processes and systems to boost performance. (Rehema, 2014).

The positive relationship between HRM processes and the performance of employees may help to adopt the management path and make the directors, CEOs, HR managers of organizations improve the performance of their employees which leads to the overall development of the NGOs. (Rehema, 2014). Many of the previous studies have applied different HRM processes on workers in business, enterprises, educational areas. However, few of these studies were applied to non-governmental organizations NGOs and civil society organizations. So, this research will add to the previous concepts the knowledge of the HRM processes impact on employees' performance in NGOs.

2.1.2. Training

Training has been defined in many different ways in the recent literature, Shaheen et al (2010) define it as a systematic improvement of the skills, information, and behavior of the trainees to perform their required tasks effectively. Another definition comes from Amin et al. (2012) who defined training as the development aimed to improve the employees' performance in their job. The role of training is to develop the performance of the trainees, and this can only be measured through the actual context of work.

In addition, motivation and engagement of employees can be affected by increasing the preferred knowledge, skills and abilities to carry out tasks and all that can have achieved by conduct for effective trainings programs (Elnaga and Imra 2013).

Training is a vital part of the human resource development. It is assuming ever important role in wake of the advancement of technology which has resulted in ever increasing competition, rise in customer's expectation of quality and service and a subsequent need to lower costs. It is also become more important globally in order to prepare workers for new jobs, Training has its implications upon individuals and the employers.

Training has been defined in many different ways in the recent literature. Shaheen et al (2013) define it as a systematic improvement of the skills, information, and behavior of the trainees to perform their required tasks effectively. This puts the employee's performance as a core issue in the evaluation process of deciding on the training's level. Another definition comes from Amin et al. (2013) who defined training as the development aimed to improve the employees' performance in their job. The role of training is to develop the performance of the trainees, and this can only be measured through the actual context, work.

The business field has been undergone a very long effective process of development recently. This is due to the development of technology, trading, and relationships among countries. Therefore, there is an urgent need to have an instant development in this field to guarantee an everlasting development. Therefore, there is an urgent need to train the staff working in the business field, which in turn will be

reflected on their performance in their work. By doing so, the business will convey the latest developments and consequently achieve the best results. In a world where only, those who guarantee a high quality of production can compete in the market, training has become a vital issue for all the businesses hoping to do better in the rapidly developing market (Amin et al., 2013).

In addition, motivation and commitment of employees can be affected by increasing the preferred knowledge, skills and abilities to carry out tasks and all that can have achieved by conduct for effective trainings programs (Elnaga and Imra 2013). In other words, the more knowledgeable the employees are, in terms of skills of work, the better they do in their real work. Thus, training can enhance the actual performance via improving the employees' motivation.

2.1.2.1. Training and organizations performance relation

Barzegar and Shahroz (2011) believe in training as essential for employees and organizations performance to help them improve the value of work and raise up the profitability while keep organization stability in safe, decreasing risk to avoid more costly and expenses, through all that with trained employees organization can develop in management and start to change the structure of organization as national and international entities, this suggests that training should be linked to the organization's missions and goals of performance. According to Singh and Madhumita (2012), the organization performance and effectiveness ultimately affected by training programs that should be conducted from time to time as main activity It follows that employees' productivity will improve. Okanya (2008) assure in his study on direct influences of training on the HR tasks as well as "employee performance" and it has also likely effect on the organization performance.

Muzaffar et al, (2012) mentioned in his study that one of the main properties of the organization is trained employee, the enlightened employee can gain long-standing objectives while training programs can prepare employees to carry the functionality of their organization and improve skills so managers can build and hold a work-force of expert and productive employees.

Training is a very crucial and demanding issue for the organizations to develop the performance of their staff, which in turn improves its growth and success. Training

is not only beneficial for the organizations, but also for the employees. When an employee receives training for the field he/she works in, his/her productivity will increase, which affords him/her with better chances for work development. Anonymous (1998) suggests that training is a very beneficial issue for the employees. On one hand, they can improve their productivity, which is a rewarding issue for the employees. On the other hand, training can inspire the workers for new ideas that can help them think creatively while doing their work. This can give them the best ways to do the job with high quality and least efforts. In fact, there are many benefits of training. First, it increases the job satisfaction and morale of the workers. It also increases the employees' motivation in their performance. Furthermore, it increases efficiencies in processes, which consequently come with financial gains. The last benefit of training is increasing the capacity to adopt new techniques, strategies and technologies in the production process.

Mivta (2004) focused in its study on the human resources and its importance in every organization, Mivta (2004) resembles the human resources as the backbone of organizations. As can be seen, human resource will basically increase the performance of the organization which authorize to organizations to invest more time and money in the human resources section. As described performance is involving several dimensions or aspects propose to accomplish findings and it has a powerful relationship to the strategic target of an organization.

Consequently, performance is the cornerstone of organization to achieve objectives, thus performance raise up the capability of the organization which is an asset for employees to help their organization to achieve the intention, this brings up the question that how the organization will encourage its employee to work more effectively and efficiently to promote the extents and capacity of an organization, there is a lot of elements that affect the work of employees like flexibility, training etc.

Training not only gives the ability of the employee to deal with clients in an impressive way and reply to their claim, considering the importance of timeliness (Hollenbeck, Derue and Guzzo, 2004). Moreover, it sharpens their creativity and capability with a view to making decision timely and efficient manner (David, 2006)

2.1.2.2.Purpose of Conducting a Training

In this competitive universe and frequent humanitarian crises, it's hard to gain goals and achieve missions. Thus, Saleem and Mehwish (2011) refer to the significance of training to developing the skills of the employee, Human Resources Development require training programs with an integrated plan to help organizations play the main part in providing the necessary services.

The purpose of training is to fill the gap between existing competencies and skills and those competencies and skills that are required to meet future challenges and ensure a successful modernization of official statistics.

Also, to stay updated competencies of employees need to be assessed and trained regularly. This is sometimes referred to as competency management, other times as development plans. The key issue is that the management regularly assesses the skills and knowledge of the employees in a systematic way and follow-up on this.

Abdul Hameed (2011) stated that organizations consider the employee as a vital component of the structure because the success and failure of the organizations are particularly based on the employee's performance. Winning organizations depends on a concept of spending more on training in assessment with others that due to the importance of training that aids workforce to provide the information in their employment in a professional way and people can gain know-how from their experience. Abdus Sattar and Niazi (2011) gave an advice for current organizations that they should take into consideration training necessitates connected up with altering and developing internationalization of work. Numerous countries have a crucial point of view and workforce. So, employees are prepared for this purpose with the right aptitudes such as information's and skills to carry out their tasks and allocate duties therefore training programs are taking into actions to get reflected impact on organizations efficiency.

In this competitive universe, it's hard to gain goals and achieve missions. Thus, Saleem and Mehwish (2011) refer to the significance of training to developing the skills of the employee, Human Resources Development require training programs with an integrated plan. Training has plenty of benefits that effect on employee achievement

and organizational effectiveness. It can be concluded that Attractive employee's performance is highly demanding in this competitive world for achieving the organizational performance.

Niazi (2011) said in his research that training programs are useful for organizations and their employees. Organizations by trained employees can face current and future challenges and collect advantages by competitiveness with other organizations. Knowledgeable and skilled employees are very important for organizations who cares about development, on the other hand training will affect in increasing the productivity of employees to improve the company services, learning by training has that outcome that will affect inside the form of exact and intangible (ALDamoe et al. 2012).

2.2. EMPLOYEES' ENGAGEMENT

Employee engagement is a workplace approach designed to ensure that employees are committed to their organization's goals, objectives and values, encouraged to contribute to organizational success, and are able at the same time to enhance their own sense of well-being.

The engaged employee is defined as the one enthusiastic and completely involved in work. Therefore, the actions of the employees will be based on the interests of their organizations. Engagement of the employees is considered as a very high level of ownership, where employees tend to do what whatever they can do for the internal and external benefits of human, as well as the success of the organization as a whole (Lockwood, 2007).

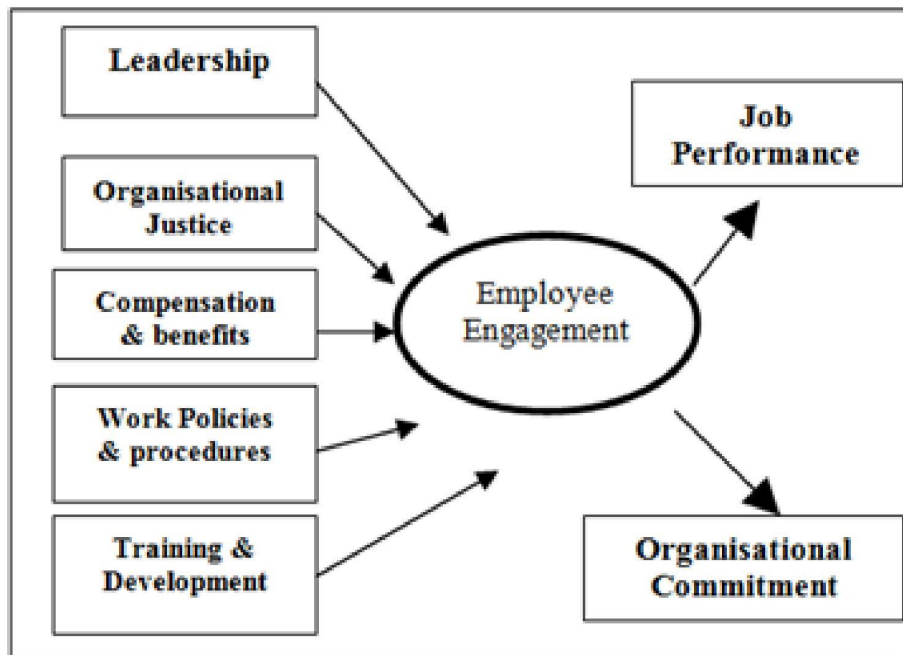
According to Spector (1997), Job performance in the organization can be define by grading the engagement of employees. Depending on the job the satisfaction level changes from employee to another, the personality of the individual and his knowledge. Some investigator who survey and study employee's performance as a comprehensive variable while others believe it's quite different dimensions (Bryson, Cappellari & Lucifora, 2004).

(Schmidt et al., 1993) defines employee engagement is which can employee commitment reach; there is two part of the engagement, first one is emotional, second

is rational both of them are related to consummated the work, strategic plan of the organization. On the other hand, Schmidt describes it as the main part of retention the employees as well as organizational commitment (Meyer & Allen, 1991).

2.2.1. Figure: The Impact of Employee Engagement on Job Performance

Dajani (2015)



It was noted by Dajani (2015) study in Egyptian Banking Sector that there are five drivers of employee engagement, training & development was one of those drivers that effect on job performance as outcomes of employee engagement.

The recent literature is full of studies talking about the kinds of engagement of employees in trainings and the reflection of this engagement on the performance of the organization. Lockwood, (2007) states that there is a relationship between the engagement of the employees and the achievement of the organization. This happens when the employee totally involves in the work. By doing so, the employee's engagement will show the best results, which will be consequently reflected on the organization's performance.

Robinson et al., (2003) consider that when the employees engage in training prepared by their organizations, their emotions towards their employers will be positive. This, in turn, gives higher levels of productivity, as well as lower levels of

absenteeism. When the engagement of the employee is measured properly, it can result in certain business outcomes according to their type and workgroup.

2.2.1. Change process

The word change encapsulates almost everything. It is one of the biggest factors that contribute to the need of training and development. There is in fact a direct relationship between the two. Change leads to the need for training and development and training and development leads to individual and organizational change, and the cycle goes on and on. More specifically it is the technology that is driving the need; changing the way how businesses function, compete and deliver.

In the past, Spreitzer (1995) identify engagement for four dimensions that agreed with the previous theories lately, meaning, efficiency, self-rule, effectiveness, there is a correlation between employee engagement and group organization performance in sectors as customer services, production, turn-over, loyalty and retention.

Engaged employee have diverse features help to develop performance and give him the right motivations while it provides to their organization more profitability and that will led to increasing the rate of staff retention, moreover when employee learn by training how to engaged in his corporate he learn also to be the main part and associate with it and its products and services, engagement environment takes place as competitive and creates a kind of loyalty, competitive environment tool up employee with energy for working and made them ambassadors of their organizations.

all of these advantages regenerate from the truth of emotional link and retention. Employees who are engaged and actively act at their jobs with passion and feel a deep bond regarding their organization.

Konrad (2006) boosted in his study on the engaged employee and it's potential to create sharing and obligation through workers, that bond and involvement produce a high performance as an output, more positive behavior. Furthermore, it forms a kind of commitment to their organization, in addition to the enjoyment of the work they perform. Konrad considered that this deep bond is a way of expressing the emotional relations, which show the desire of the employees to promote the organization as well as committing both time and effort to make the organizations successful. Employees

can help the organizations in developing and positively affect the quality of the products their organizations afford (White, 2010).

2.2.2. Innovation

Innovation plays variety of role in the development and growth of the organization so that take the maximum outputs.

Innovation is an important way to overcome the challenges that exist in the current rapidly changing environment. Employees are of great importance in the innovation process and thus highly influence the innovation performance of organizations. This means that also the Human Resource department plays a crucial role in the creation of a workforce with innovative competences by encouraging and providing suitable training programs to actually show innovative work behavior, high commitment HR practices become of interest. (Javed, 2015)

Employee engagement has a lot of levels that effect on employee performance and therefore at the organization's support line also employee who has engaged skills use it at every day of work with strong effectively way to achieve high level of professional performance. Not only... but also, employees who has not have engaged skills can impact severely on group performance because their productiveness is less, in addition they enhance the passivity at every chance (Konrad, 2006).

The recent statistics have proved that when employees are engaged in training, the customer satisfaction has been doubled. Recent research clearly confirms that employee's engagement results in extra profits and efficiency, customer-centered, more security, and much less possibility of departing their organizations.

Lockwood, (2007) focused on the relationship between engaged employee performance and organization productivity, Employee engagement has a lot of levels that effect on employee performance and therefore at the organization's support line.

Studies have proved statistically that employee engagement in working area is more productive than a non-engagement employee, his performance help profit to increase while his increasing sources make customers satisfied, safer and high retention level.

Lockwood, (2007) realized with statistical analysis that employee with a high level of commitment work 20% better, and 87% are probably less to quit which refer that engagement is attached strongly with organization performance.

Better engagement of the employees on their jobs paves the way for the organizations to achieve organization's financial and non-financial objectives related to humanitarian work (Bassi et'al 2010). More Energy and commitment from the employees on their jobs are required by almost every organization (Davidhizar and Shearer 1998) which can be achieved through proper training in relation with many other means. Early studies have been made on T&D and EE in bits and pieces developing a multidimensional construct as the researcher (Jean and Phillips 2008) studied the interaction of individual task characteristics and individual's ability to perform to determine the individual task engagement. Through training and development programs the individual ability can be improved, thus training and development has a positive effect on individual's ability to perform thus increase the task engagement of the individual.

Markos, S. and Sridevi, M.S. (2010) conducted a study about the development process and definition of engagement. They found that managers that care about the performance of their organizations should take into consideration ten important points, which help to heal the problem of employees' disengagement. These points are called "tablets", which deal with the effectiveness of trainings on the engagement of the employees.

One of these points is providing an appropriate training for the employees in order to develop their skills as well as increase their knowledge. It is an important role of training to let the employees know their description of their responsibilities in their work. Thus, employees can gain confidence to work without any kind of monitoring authority, such as managers. This can even be reflected on the manager's self-confidence.

Employers are expected to perform the two-way communication with their employees and guarantee that their employees receive all the resources needed for their work. In addition, employers should provide their employees with the training needed for increasing their knowledge and skills in their work. Furthermore, employers are

expected to establish a certain mechanism which is appropriate for employees in a way that their positive performance is rewarded both financially and non-financially.

One more essential role of employees is to build a distinctive corporate culture, in which the hardworking employees are encouraged. There are many other responsibilities for the employers, such as developing a strong performance management system that makes both the employers and employees responsible for their behavior in the workplace to decrease their withdrawal and increase their performance (Markos & Srideyi, 2010).

Gratton, (2000) considers that when organizations with an inculcated employee engagement philosophy put into their consideration putting the employees at the core of their corporate purpose, they will become the best companies working in the field. Therefore, these organizations are supposed to spend a good amount of time in building the capacity and capabilities of their employees. This investment will definitely contribute to the overall performance of the organization.

It is obvious that commitment and engagement together can probably transport to worthy works output for the organization. there is lack of providing structures and guidelines for employees to understand the point of engagement. all that reap incites towards more benefits of an engagement and committed workforce at any organization and also for redesigning and implementing effective engagement actions. As noted, daily responsibilities of human resources department like capacity building, mobilization, managing performance in general, workforce scanning all these responsibilities can be the main provider of powerful tools to increase the sense of engagement (Vance, 2006).

2.2.3. Enthusiasm

Enthusiasm is one of the most powerful engines of success. When you do a thing, do it with all your might. Put your whole soul into it. Stamp it with your own personality. Be active, be energetic, be enthusiastic and faithful, and you will accomplish your object. Nothing great was ever achieved without enthusiasm (Emerson, 1850).

Job performance shows individual behaviors that contribute to achieve organizational objectives. Recent studies in the literature proposed that high levels of employee perception show a high level of job performance. Performance in organizations is used as a dependent variable by most of the related studies and efforts are made to identify variables that produce variations in performance. Job performance shows the effectiveness which make a payment to organizational goals. Previously, employees were unable to make decisions at work due to organizations' system which prevents them to do so. Employee's perceptions about their responsibilities and tasks were not associated to employee's self decision making.

Lawler and Hall (1970) claim that employee's perceptions about their tasks and responsibilities are not associated with the self ranking of the employee of his/her own performance. Lawler and Hall show the job importance as a subjective case and interpersonal interactions to increase job performance. The idea held from 1970s is that satisfied employees are more productive. However it is difficult to obtain support for the argument that job satisfaction has significant effect on job performance. Job satisfaction is affected by several theories such as intrinsic motivation theory (Deci and Ryan 1985). However, very few studies are found to support this rationale. The performance of the employees depends to a large extent on factors such as performance appraisals, employees motivation and satisfaction, compensation, job security, organizational structure, and others.

Training impact over the employees' performance is identified as HRM. The way an organization trains its staff can widely influence its efficiency (Iqbal et al, 2014, Padamanaban & Shakeel-UI-Rehman, 2013; Elanga & Imran, 2013). There are several pieces of training to be used in enhancing the job performance of the employees, which can lead to an improvement of the overall performance of the organization. Thus, training practices are the main factor of organizational success, which justifies its evaluation through research (Manning, 2015; Jayakumar & Sulthan, 2014; Treven et al, 2015).

Using modern methods and learning theories is considered another important factor of training. Successful training largely depends on using successful training

methodologies that can attract the employees and improve the learning process. (Teck-Hua & Catherine, 2015; Mishra & Smyth, 2015; Alwekaisi, 2015).

The attitudes of the trainees in the training is an essential issue in the training process. Nu'man (2006) states that the positive attitudes of trainees towards the training practices can maximize the benefits gained by the trainees.

2.3. MOTIVATION

Motivation is defined as all internal and external driving forces that makes the individual to perform an activity, what determines the limits and forms of activity and which give it its activities oriented towards achieving certain goals (Duică, 2008).

The question is whether the motivation really has an influence on people's performance at work. Research shows that indeed there is a relationship between motivation and performance (Deci & Gagne, 2005).

Motivation transforms the human's beliefs into actions. Furthermore, motivation improves the level of employees' performance, and it causes more achievements for the organizations. Motivation is quite important as it gives the inner feeling to the employees to do their work professionally. On the other hand, those who are not motivated may have the feeling that they may be fired at any time. Therefore, it is quite important for the employers to offer the employees with an environment where they feel inspired in order to perform better.

The importance of employee motivation cannot be ignored in any sense as nowadays it has turn out to be the foundation of organizational survival. McColy and wise (2002) showed that motivation is a tool to improve performance thru learning. success in the marketplace is tremendously related to learning and a way to motivate employees to learn (Argyris, 1991). Smith's (1994) look at states that motivated employees are required if an organization needs to live on in a competitive marketplace environment. research suggests that motivated employees play an essential position in the success of the organizations. Motivation is a vital thing which describes performance. it's far a using pressure contained through the individuals. (Mullins, 2005). it is worried with the behaviors of the individuals and people act to obtain something to meet their needs (Gitman and Daniel, 2008).

Elnaga and Imran (2013) posit that to develop the preferred knowledge, capabilities and skills of the employees, to perform well at the job, calls for powerful

training programs that could also impact employee motivation and commitment. Motivation may be very vital from an organizational factor of view as it transforms human resources into movement (Saeed & Asghar, 2012). Motivation viewed as those mental processes that cause the arousal, direction, and endurance of voluntary movements which might be aim directed (Kreitner & Kinicki, 2006).

Ali et al., (2012) state that employees in any field of work are considered as the real assets of the organization. If these employees are motivated, they will perform their responsibility with a full honor and deduction for their organization. In addition, the employees feel loyal towards their companies and they keep in their mind that they form the capital of their organization, and their development is a part of their organization development and vice versa. This can enhance their performance to their duties in a way that is quite affected by the the rewards, especially the financial ones, as well as the motivational elements.

According to Usman et al (2010), human resource is considered as the first asset, which is related to the impact and performance of the organizations. Human resource helps in testing the efficiency and work pressure, which are considered as the main troubles for organizations. HR can help in solving all the problems related to the Human resources in a way that motivates the employees profitably and shows the relationship between rewards and motivation (Masood, 2013).

Motivation is defined as the psychological processes, which cause the rise, direction, and patience of the purpose-directed voluntary works (Kreitner & Kinicki, 2006). Hence, the employees' performance will be faithfully deducted for the sake of the organization when they are motivated (Asim, 2013).

Otuka et al. (2013) consider that when the professional employees are not motivated, their performance in their work will be limited. In fact, the structure and form of organizations can widely affect the levels of motivation for the employees. For instance, organizations can afford a compensation or merit systems, which encourage the employees to do better in specific goals. Furthermore, protecting employees from the negative treatment can motivate them to perform better, especially when they know that they will be rewarded for their efforts.

2.3.1. Motivation theories

The American psychologist, Abraham Maslow (1954) stated that humans are motivated by five main needs. These needs were designed in a pyramid called the 'hierarchy of needs'. Motivation has been widely discussed in the literature; Herzberg (1959) designed a two-factor theory, which states that the hygienic factors may not motivate the employees. However, their absence may decrease motivation. These factors may range from clean toilets to reasonable levels of payment and securing jobs.

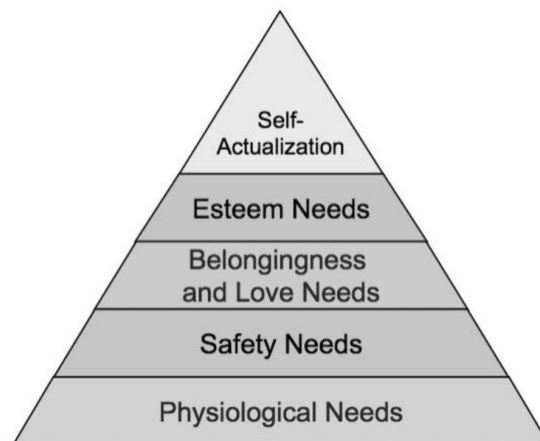
McGregor considers that traditional organizations with centralized decision-making are based on several assumptions about motivation and human nature. These assumptions are called Theory X, which suggests that employees need to be directed and that people are motivated by money as well as the punishment threat. The Y Theory, on the other hand, considers that creating a peaceful environment for the employees and defining the individuals and organizational goals is a very effective way. Productivity levels in organizations that apply the Y theory work cooperatively and are satisfied with their achievements.

But recent researches as (Sorauren, 2000) showed that non-monetary incentives can be a very strong motivator to work because they develop the intrinsic capabilities of workers and increase their interest in the firm. The idea I really appreciate is the final one: "The best way to motivate people is treating them as human beings" (Sorauren, 2000).

Baron (1986) differentiated between the opposite theories of human nature at work, which were originally proposed by McGregor. Baron states that Theory X represents the pessimistic view of the human motivation towards work, while Y theory represents the optimistic view and considers that they are part of the organization plans and desires. Baron considers that the possibility of applying the Y theory depends on the guidelines and motivational systems provided by the management to the employees, which increases their capabilities. The modern organizational culture shows that the employees have moved from the traditional view (Theory X) to the more humanistic one (Theory Y). Motivation has become of great value in organizations. This is quite clear among the managerial and professional employees that consider having a difficult process is more important than high incomes. The

clerical and unskilled employees also value the environment of their work socially and physically, rather than financially only.

2.3.1.1. Figure: Maslow's Hierarchy of needs



2.3.2. Recognition

Recognition is defined as acknowledgment, approval and genuine appreciation (not phony praise) of the employee to work. The quotes also support how this reinforcing recognition leads to higher performance: “Once employees see that what they do makes a difference to the organization and is valued, they will perform at higher levels” – Rita Numerof, President, Numerof & Associates.

According to Thomas (1997), training employees includes equipping them with skills that can increase their efficacy and productivity. The current careers have the on-the-job training, and the trained work pressure is beneficial for the employees as well as the employers. Training sessions are usually held to familiarize the new employees with their responsibilities, goals, and policies of the organization. It is a common trend for many organizations to afford their employees with continuous training, which focus on skills needed for better performance. It is true that well-trained employees are better motivated as they consider that the investment in their training can improve their capacities and development. Thus, they have to be loyal to their organizations in return.

Armstrong (2000) states that well-trained employees usually do better when working in teams because every member is aware of the expectations of the organizations and can perform these expectations smoothly. Furthermore, well-trained employees have more self-confidence as well as decision-making skills. Armstrong considers that regular training for employees can guarantee employees who can accept changes in their work and suggest new ideas. When employees learn new skills through training, they become suitable for promotion. The reason for this is that these employees are eager to learn, retain, and use new information. Furthermore, trained employees can train other employees, which helps the management achieving their plans better as they concentrate on fewer things.

2.3.3. Work itself affect

The context of work and the quality of mission reflect directly on performance thus when HRM provides high-quality training will affect performance positively

In his study in 2013, Kaur reviewed the effects of the motivation of employees in job satisfaction and organizational performance. The results showed that motivated employees are essential in the ongoing changing work environment in order to help the organizations survive in their career and perform better in their tasks. Kaur gives five needs needed for the motivational theory, proposed by Maslow. Kaur considers that humans can be motivated through fulfilling the unsatisfied needs and that employees need the lower needs to be satisfied before the higher ones.

The hierarchical levels pyramid of Maslow has many limitations; it considers that the employees, who grew in an environment with needs unmet, are unlikely to healthy function as the well-adjusted individuals. Thus, Kuar (2013) indicates that Maslow's theory has significantly contributed to the field of organizational behavior and management, especially in the motivation of employees.

Ojo (2009) consider that the level of an individual carrying his/her work is decided by performance. In other words, performance shows the employee the satisfying degree needed to be achieved by him/her. It also indicates the employee what a good job looks like (Alder, 2001). This shows that employees must know what

they need to do to perform their jobs successfully (Ojo, 2009). Most cases of motivation become a positive tool to increase the employees' performance.

2.3.4. Organizational vision

It is the optimal desired future state, the mental picture, of what an organization wants to achieve over time. Provides guidance and inspiration as to what an organization is focused on achieving in five, ten, or more years, clearly communicated, widely understood, and collectively shared vision have been shown to perform better than those without them, with the caveat that they related to effectiveness only when strategy and goals and objectives were aligned with them as well (Bart, et. al., 2001).

Although employee performance is looked at according to its outcomes, it can also look at in terms of behavior (Armstrong, 2000). Kenney et al. (1992) consider that the performance of the employees is measured in a different way from the standards of performance set by the organization. Many measures should be taken into consideration when measuring performance, such as productivity, efficiency, effectiveness, quality, and profitability (Ahuja, 1992).

Profitability refers to the ability to consistently earning profits over a period of time; it is the ratio of gross profits to sales or returns on capital employed (Wood & Strangster, 2002). Efficiency is defined as the ability to produce the desired outcomes through using as few resources as possible, while effectiveness is defined as the employees' ability to meet the set objectives (Stoner, 1996). Productivity refers to the ratio of output to the one in the input (Stoner et al., 1995). It is a measure of an individual, organization, or industry convert input resources into goods and services. (Lipsey, 1989). Quality is the feature of products that bear an ability to satisfy the needs, being stated or implied (Kotler & Armstrong, 2002). It is the products which are increasingly achieved better with competitive prices (Stoner, 1996).

2.4. EMPLOYEE'S PERFORMANCE

The main target of performance management is to make a culture of high job performance in which individual employees and teams can take the responsibility for the ongoing development of business processes and their experiences and contribute in achieving the goals set by organization managers.

The idea and definition of employees' performance has obtained enormous scholarly studies interest over the last 20 years. studies agree that performance must be taken into consideration as a multi-dimensional idea. on the most basic level you can distinguish between a process aspect (behavioral) and a final results aspect of performance. The behavioral aspect refers to what employees do at work, the action itself. performance encompasses unique behavior (conversations between sales and customers, teaching business to graduate college students, programming, assembling a product's components). The outcome aspect in flip refers back to the result of the employees' behavior. Those actions result in contracts or selling products or services, students' knowledge in business and economics, a final software product, or products assembled (Sonntag et al. 2008).

Performance is the art to complete the task within the defined boundaries, and the way to perform the tasks according to the job description and it indicates the effectiveness of employees' specific actions that contribute to achieve organizational goals. (Aliya et al., 2015).

Viswesvaran & Ones (2000) defined job performance as a scalable action, behaviors and outcomes that the employees engage, or bring about (behaviors) that are linked with and contribute to the goals of the organization.

Employee job overall performance indicates the personal behaviors that make contributions to achieving organizational goals. in this context job, overall performance indicates effectiveness and efficiency that make a charge to organizational goals. Saeed and Asghar (2012) keep that employee performance mainly depends upon many elements like performance appraisals, employee motivation, employee satisfaction, compensation, job safety, organizational structure and others. more explicitly.

Dysvik and Kuvaas (2008) based totally their have a look at which explored alternative relationships among training opportunities and employee outcomes inside the Norwegian provider organizations. The study showed that the relationship between perceived training possibilities, and each challenge overall performance and citizenship behaviors had been absolutely mediated, and that the connection between perceived training opportunities and turnover aim changed into in part mediated by using employee intrinsic motivation. that is the measure of output vis-a-vis the input. It shows effectiveness and efficiency that make a payment to organizational goals and might depend on many factors like overall performance value determinations, employee motivation, employee pleasure, repayment, job security, organizational structure and others (Saeed & Asghar, 2012).

2.4.1. Factors affecting job performance

Aboazoum et al., (2015) analyzed the factors affecting employees Job Performance in Libya. They studied the and tested three main hypotheses regarding performance. The first was the relationship between employee performance and organizational culture, and they found that this relationship is positive, significant and direct. They emphasized the importance of culture for the employee performance. The second hypothesis of this research was to study the relationship between employee performance and job satisfaction. They considered the employees job satisfaction is a tool that can lead to higher productivity of the employees. The third hypothesis proposed that there is a positive and significant relationship between employee performance and training and development. Is was found that training is an important tool to boost employee productivity.

Aliya et al., (2015) studied the factors affecting employees' performance in the banking sector in Pakistan, many variables were tested. The first was about training the employees the result was that the organizations with trained employees have higher positive impact on employee's performance. The second tested independent variable was Stress, the result was that there is a positive relationship between employees' performance and stress. The third variable was financial rewards, the results showed that there is a relationship between employees' performance and financial rewards.

Jankingthong & Rurkkhum (2012) made a literature review on the factors that effects job performance, the results of this research revealed that (the factors proposed and studied) organizational justice, transformational leadership, Public Service Motivation and work engagement have a positive and direct effects on task, and contextual performance.

In the early 60s McGregor explained the concepts of theory X and theory Y, which assumed that there is different point of views about the nature of humans. The assumptions about the nature of humans in theory X stated that employees don't like work and they will operate only in a highly controlled environment where supervisors must control and threaten the workers to achieve organizational goals. On the other hand, theory Y stated that employees are responsible and feel that their job is an important part of their daily life. They will work -if they get bonuses- to achieve organizational goals. The two theories have increased the significance of social factors for motivating employees and leading to high job performance. (Cited in Rounok & Parvin, 2011).

Rounok & Parvin (2011) explained the benefit of employee ownership; companies that give shares to the employees under the employee's ownership plans, will lead to employees performing, better because they own parts of the company and if the company grow they will get direct benefits.

Sonnentag et al., (2008) explained how in the early seventies Hackman and Oldham proposed that the support of high quality job performance comes from core job in addition to other outcomes like: internal work motivation, job satisfaction and turnover by improving essential mental states, for example: Having passion for work, taking responsibility for the results of the work.

Rounok & Parvin (2011) concluded their study "Fostering Employee Performance" by showing what are the results of using financial rewards only, to boost employees' performance, strengthening performance by providing only financial rewards cannot always be a beneficial tool. From time to time these rewards can work negatively. with the aid of developing a sense of relationship inside the organization, the management can ensure better levels of productivity and a better retention rate. Demotivated and annoyed employees normally leave their work which has a poor effect on production. money isn't the only solution, instead activity enrichment,

building relations, or even simply expressing gratitude can motivate employees and boost their performance.

Perry et al., (2006) proposed that workers are motivated if organizational goals are relevant, challenging, understandable, measurable and achievable. When employees are motivated to set goals for themselves and their responsible supervisors reviews and approves them, only then they will take challenges for reaching these goals. If goals are unreal, they will be demotivated. Goal-setting concept allows the supervisors to design rewards that suit employees' necessities. However, it isn't the only technique to managers. Whilst financial rewards have an effect on job performance, the relationship isn't mediated through goal-setting. Which results that financial rewards and goal-setting have independent impact on job performance.

2.4.2. Training Effectiveness on Employee's Performance

Saleem and Mehwish (2011) state that training is considered as an essential activity of Human resources in improving and developing the employees' performance. Nowadays, training is the remarkable strategy for gaining the goals of the organizations in this competitive world. Training is an essential factor for both employees and organizational performances.

Niazi (2011) stated that training is very important for the employees as well as the organization. When employees are trained, they are able to face the current and the future challenges the organization encounter. Al-Damoe et al. (2012) stated that skillful employees are important for the overall development of the organization. Training can increase the productivity, improves the services, and brings alternatives for the organizations.

Barzegar and Shahroz (2011) consider that the most effective factors of the training of employees and organization is the improvement of the overall performance, which is reflected on the quantity of the output, profits growth, safeguarding stability, chance minimization, price decrease for customers, enhancing agency control, and organization nationally and internationally.

Singh and Madhuita (2012) say that training is the essential mean of improving the employees' productiveness, which consequently affects performance and affectivity of the organization. Okanya (2008) states that training has a direct effect over the outcomes of HR and indirect effect over the overall performance of the organization and the employees. Muzffer et al. (2012) consider that well-trained

employees are critical to the organizations in a way that enables them achieve the long-term goals. Training improves the interpersonal skills of the employees to meet the organizational desires to build a work force of skilled employees.

The recent theories of HR, mainly Maslow's and Herzberg's, consider that motivation is the main cause of employees' better performance. These theories consider that human beings have different needs and the more they are satisfied, the better the employee performs. Such performance is affected by various factors, such as training and development, job security, organizational structure and compensation (Gratton, 2000).

Guest (1997) says that training and development programs can greatly affect the quality of the employees' knowledge, skills, and capability. This can result in higher employee performance in their work. This relation contributes, to a great degree, to the supreme of organizational performance.

The results of Farooq and Aslam (2011) show the relationship between training and performance of the employees as $r=233$. This result suggests that organizations can't have a good performance of their employees unless they invest in their human resources. This can only happen when organizations use training to identify the deprived need of employees and build the needed level of competences to achieve the goals of the organizations professionally.

Swart et al., (2005) say that the performance gap need to be bridged, which refers to implementing a relevant training intervention for developing particular skills and abilities of the workers and enhancing employee performance. Furthermore, Swart et al. clarify the idea by declaring that training facilitates organizational recognition that its workers are not performing well. This, in turn, assures the idea that the employees' knowledge, skills, and attitudes need to be moulded according to the organization needs. Poor performance may result from many reasons, such as not feeling motivated to improve performance, or not feeling confident on their capabilities.

The mentioned reasons should be taken into consideration by the organization while selecting the needed and appropriate training interventions that increase the abilities of the organizations to solve all the problems and enhance employee motivational level. As Swart et al. (2005) said, the employee high performance only occurs due to the good quality training programs, which lead to motivating the employees to fulfill their needs.

Cheramie et al. (2007) consider that management think a lot before investing in their employees. This is because of many reasons. Although training may be suitable for the employees' needs, the training may be done for the very personal benefit of the employees who look for better salaries in other contexts. Thus, the training may be beneficial for the employees while it may become a mere extra expense to pay, where there is no reward as the employees quit working at the organization looking for a better place with higher salaries. Brauch (2006) says that due to the resistance of the organizations to afford their employees with training, many individuals do the training on their own accounts to develop their skills for the future career.

Arnoff (1971) suggest that training sessions increase the employees critical thinking and creativity. Furthermore, training can make avoiding HR obsolescence, which may result from the demographic factors such as age, attitudes etc., easier. Obisi (2001) states that training is a systematic process of enhancing the knowledge, skills, and attitudes, which leads to employees professional performance. Obisi (2001) assures the identification of the objectives of the training program prior to presenting it to the employees.

CHAPTER THREE

3.1.1. Methodology

This chapter provides a description for the methodology used in this research. This description provides information of interest to research design, sample size, data collection procedures, measurement tools.

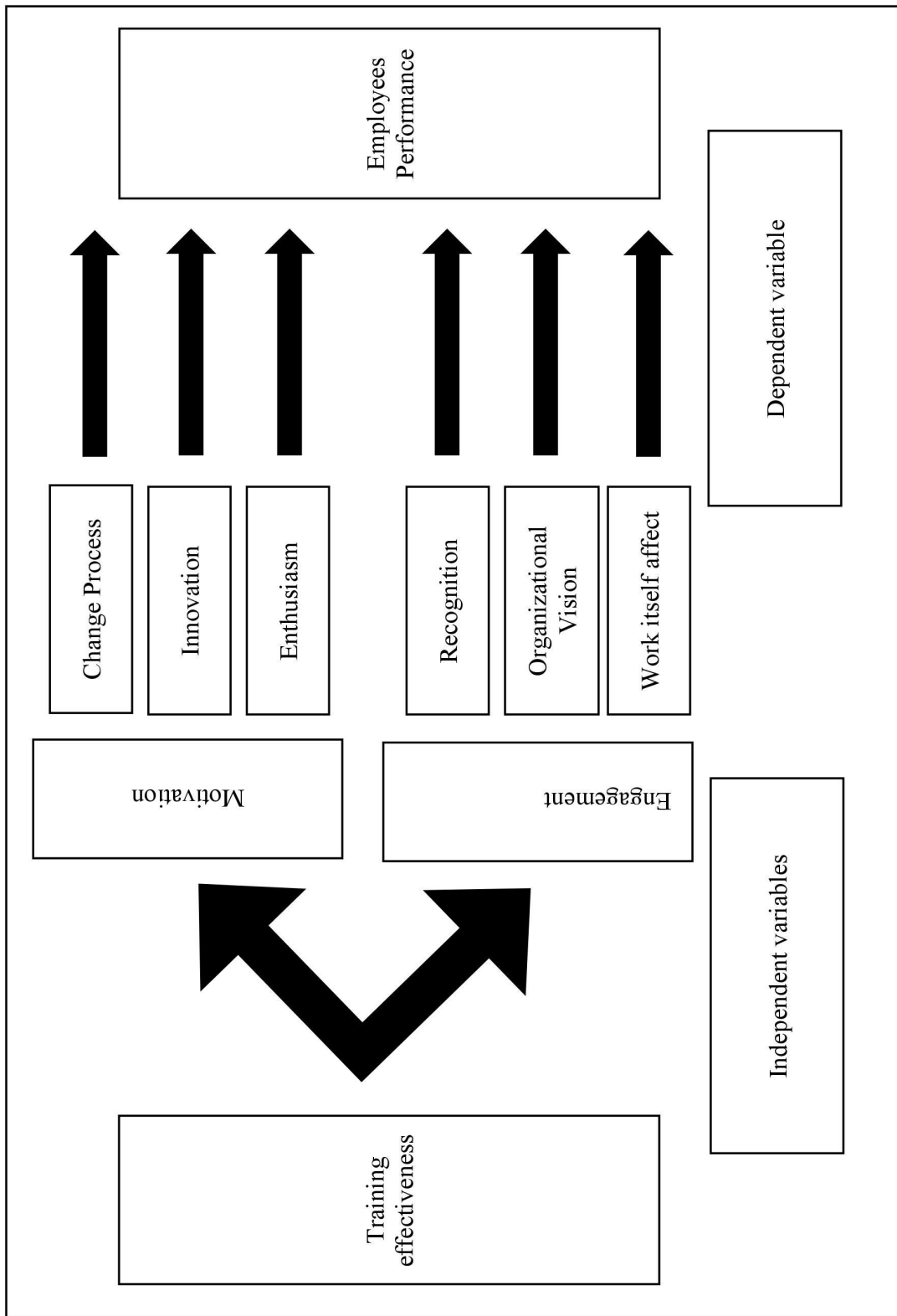
3.2.1. Research Model

The research design was a Correlational/Cross-Sectional (Non-experimental) quantitative survey design that measured the impact of training effectiveness on employee's performance according to motivation and engagement as the main variables.

While the output variable (dependent) represents the job performance, the predictor variables (independent) consists; motivation, engagement. those independent variables have sub-variables who help to measure employee's performance accurately

The research conceptual model is shown in the following figure

3.2.1.1. Figure: Research Conceptual Model



3.3.1. Research questions and hypotheses

The main question for this study is: What is the impact of raining effectiveness on employee performance? This significant question leads to the following sub-questions:

From the previous main question, the research hypothesis could be derived:

Hypothesis 1: Change process have a positive effect on employee performance.

Hypothesis 2: Innovation have a positive effect on employee performance.

Hypothesis 3: Enthusiasm have a positive effect on employee performance.

Hypothesis 4: Recognition have a positive effect on employee performance.

Hypothesis 5: Organizational vision have a positive effect on employee performance.

Hypothesis 6: Work itself have a positive effect on employee performance.

3.4.1. Data Sample

Random sampling was used to choose a sample of employees from non-governmental organizations in Gaziantep; the total number of the selected employees was approximately number of 500 Employees were selected by the criteria of having training programs in their HR department or other departments in their organizations which consider training as important tool which leads to the overall development of the NGOs. The sample size was 110 employees which represented 25% – calculated using an Internet online calculator. 103 questionnaires were received; 7 of them were excluded because of missing data. So, the remaining 103 questionnaires were vailed to be analyzed.

3.5.1. Data Collection Procedures

The best form fitting most for collecting data at the present time is the electronic scanning tools. In this research, we used Kobo Collect, which makes it easy to carry out the questionnaire quickly and easily. The questionnaire was developed in English First, there was written performed questionnaire during an interview with some human resource managers in order to ensure that all the questions are understood. Then we created a designed electronically link which we sent to human resource managers by

emails and other social media tools. Email was sent to the all selected organization to share it with their employees and by sent it directly to employee's emails.

The targeted participants were also encouraged in every occasion such as meeting, training, interview, workshops, phones so they can be motivated to fill the questionnaire and assist in distributing it.

After all we transformed all the information into SPSS Statistic analyzer software. There were some delays in the responses due to several reasons, however at the end with the help of human resources managers and visiting the working fields we collected all the information with all the required data.

In order to encourage employees to participate in the survey due to the sensitivity of some of the questions as they relate to the Supervisor or Director, we kept the name of workers anonymous and the name of the organization was optional answer.

3.6.1. Data Analysis Procedures

SPSS is used to give us the required descriptive statistics and study the correlation and regression between the training effectiveness and the performance of employees. The training effectiveness includes multiple independent variables, such as: the quality of training, the requirement of further training, the relevance of training, the selection criteria of attendees, and the impact of gained skills. The performance is assessed by a two major sets of questions: the engagement and the motivation. Each aim has sub-variables who help to measure performance accurately.

3.7.1. Scales

The survey questionnaire has seven sections. Firstly, the demographic variables. Secondly, HRM processes which has 36 items(Angela, 2014).

21 items of the performance measure items used were measured using a 5-point Likert scale. These items were divided to 6 factors as shown in the annex of the research. (Safdar, 2010). Out of 36 items 6 of them represented the dependent variable (Job Performance) The items were also measured using a 5-point Likert scale ranging

from “Strongly disagree” (1) to “Strongly agree” (5). as shown in the annex of the research. (Safdar, 2010), also in (Angela, 2014).

In order to verify the reliability and the validity of internal structure of the questionnaire, Cronbach Alpha and Kaiser-Meyer-Olkin (KMO) tests were conducted as shown in the following pages.

3.7.1.1. Validity of the scale

To estimate a model which have a set of observed variables and explain the variance and covariance between those variables and find factors to bind variables into one underlying factor driving their values.

Factor Analysis test was conducted regarding my data, from the following table, we find out that sample sufficiency index KMO by Kaiser-Meyer-Olkin, which measure of sample adequacy, compares the sizes of the observed correlation coefficients to the sizes of the partial correlation coefficients and examines sample sufficiency is 90.8%, and it is reliable because it overcomes 70%. Bartlett's Test of Sphericity result was significant ($p < 0.0005$).

To verify the collected data, we conducted the Kaiser-Meyer-Olkin (KMO) test as the following table:

3.7.1.1.1. Table: KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.908
Bartlett's Test of Sphericity	Approx. Chi-Square	630.172
	df	21
	Sig.	.000

For the data of this study, KMO = 0.908 which is considered large. Bartlett's Test of Sphericity result was significant ($p < 0.0005$).

3.7.1.2. Reliability of the scale

The following table of Reliability Statistics inform about the value of the coefficient of Cronbach for variables of the research scale. The result show that the dependent variable (Job performance) has achieved 0.796 this gets normal which is an extra good value as (Anastasiadou, 2010; Nouris, 2006) work out for the internal consequence of the conceptual construction of the investigated scale If we continue with the release of units, in other words with the standardized value of the variables, then the coefficient Cronbach α will slightly increase the value of $\alpha=0,796$. This means that whether we increase the number of the items, then Cronbach α will take the value of 0,796.

While motivation variables were (Change Process was 0.792, Innovation 0.784, Enthusiasm 0.872), engagement variables results were (Recognition 0.849, Organizational vision 0.858, Work Itself 0.873)

3.7.1.2.1. Table: Cronbach's Alpha

	Variables	Cronbach's Alpha	No. of Items
Engagement	Change Process	0.792	3
	Innovation	0.784	3
	Enthusiasm	0.872	3
Motivation	Recognition	0.849	3
	Organizational Vision	0.858	3
	Work Itself	0.873	3
Performance		0.796	3

We calculate Cronbach's Alpha rate to inform about the reliability of each variable.

CHAPTER FOUR

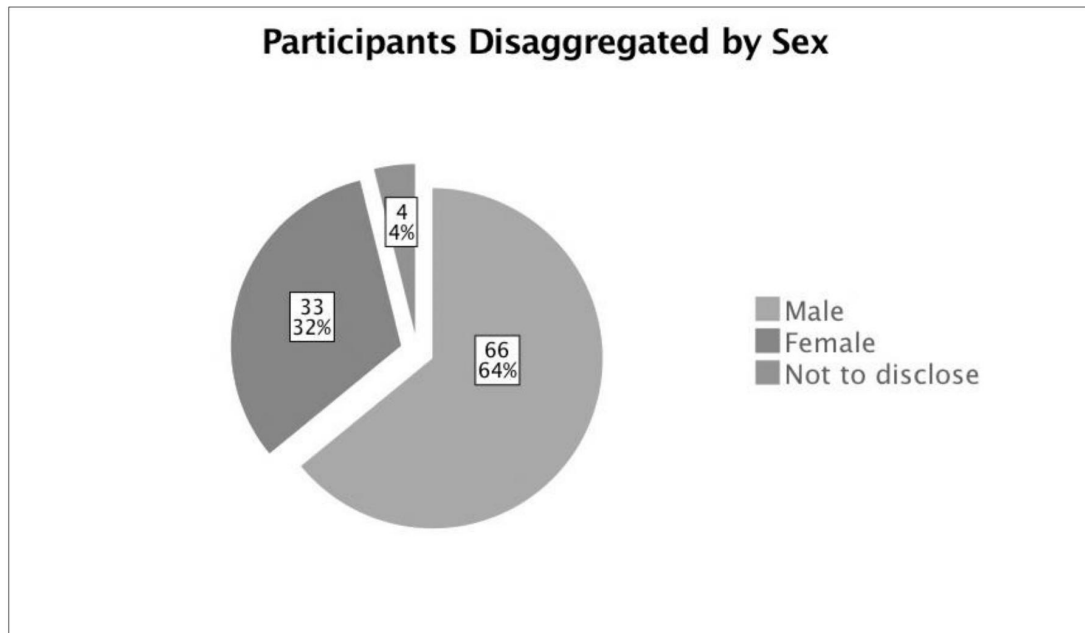
4.1. FINDINGS

This chapter presents the results of the data analysis of the effect of training effectiveness on employee's performance. The chapter contains descriptive analysis, correlations, and multiple linear regression between the performance and the training effectiveness.

4.2. DESCRIPTIVE ANALYSIS

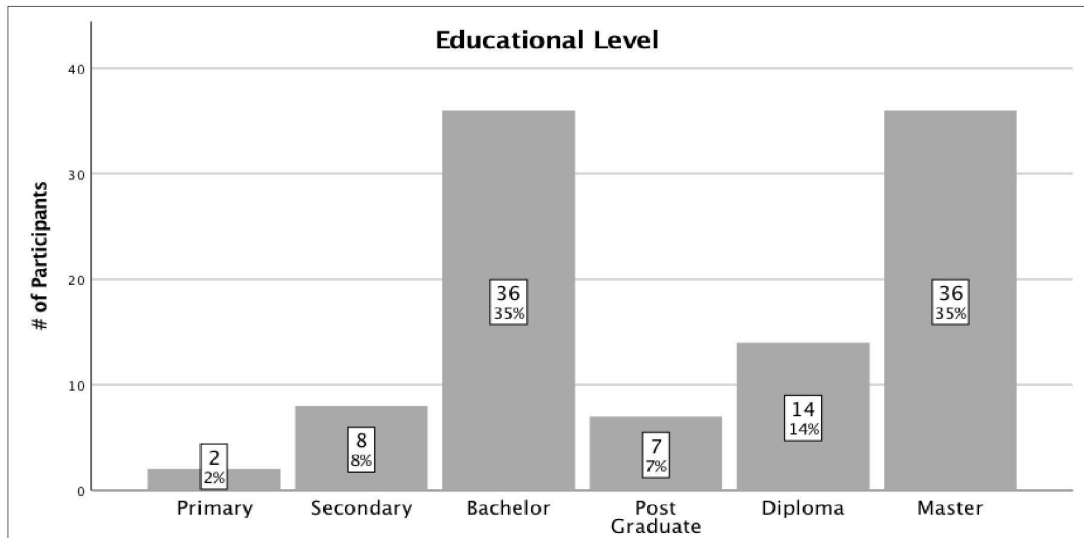
4.2.1. Respondents Demographic Profile

4.2.1.1. Figure: Gender Distribution of Participants



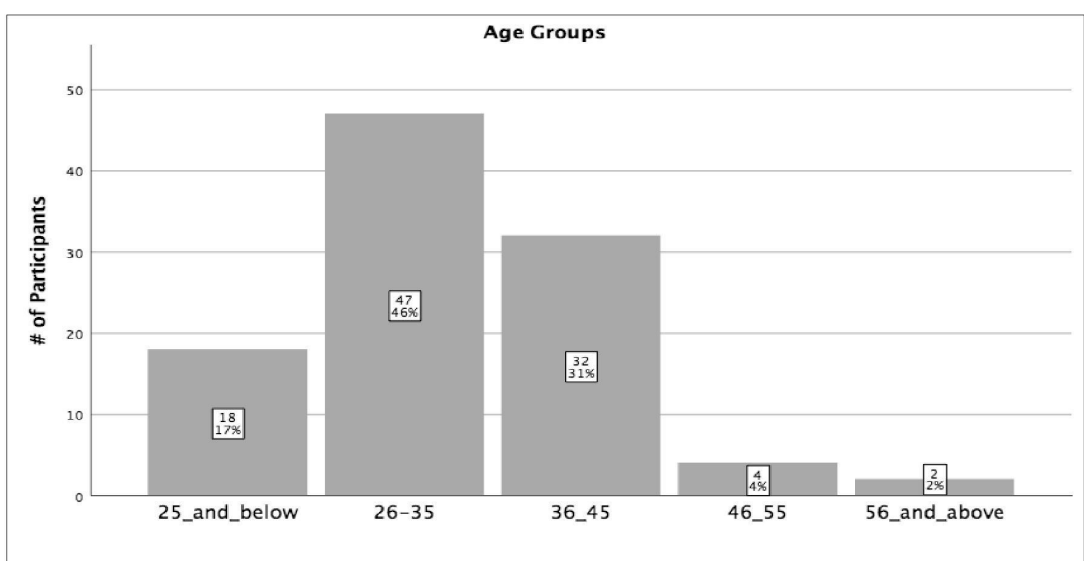
The figure above shows a big wedge represents males with 64% of the entire participants. While females were 4% of responders.

4.2.1.2. Figure: Education Levels of Participants



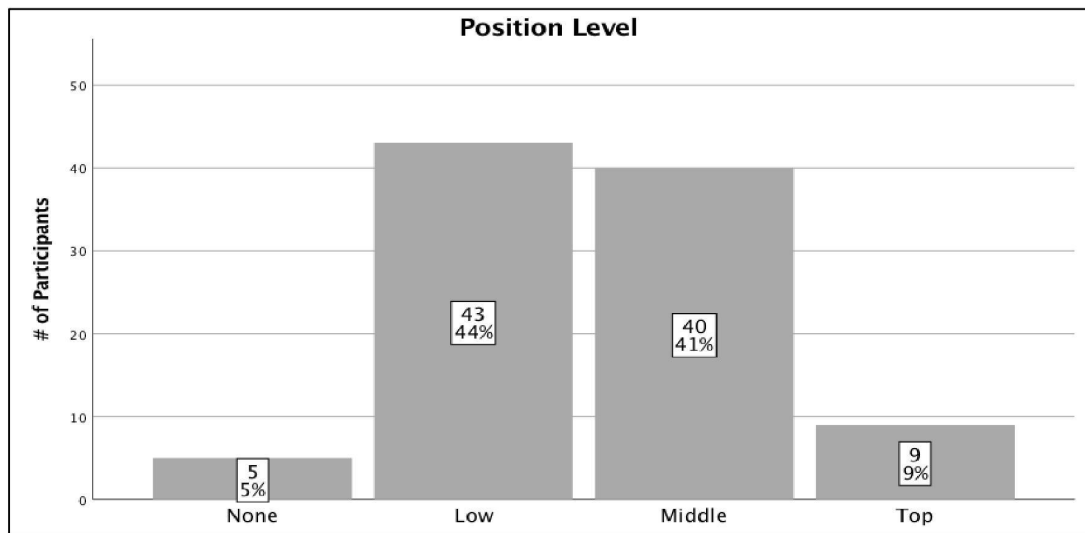
The figure show that 2 responders have a primary education with 2% of total. While 7 – 8 of responders have a post graduate – secondary education respectively, while 14 responders have a diploma. At the end, 36 responders have a master - bachelor degree respectively. So, the highest percentage is 70% of the participants held bachelor or master degrees.

4.2.1.3. Figure: Participants by Age Groups



The figure above shows that the 18 of respondents were between the age of 25 years and below, 32 of respondents were between the age of 36 – 45, 4 of respondents were between the age of 46 – 55, 15 of respondents were under the age of 25. So, the highest percentage is 77% of the participants age between 26 and 45 years.

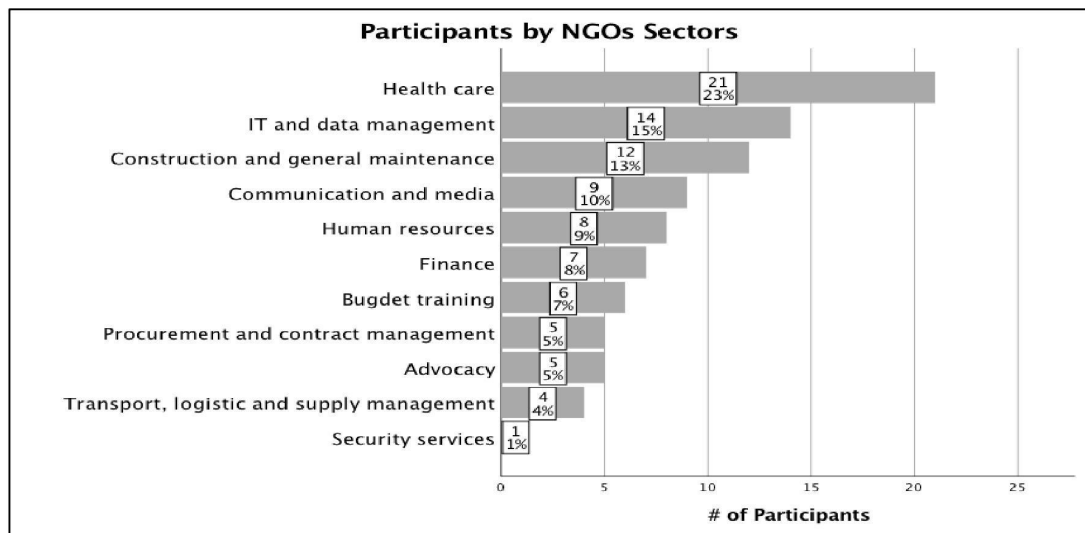
4.2.1.4.Figure: Employment Levels of Participants



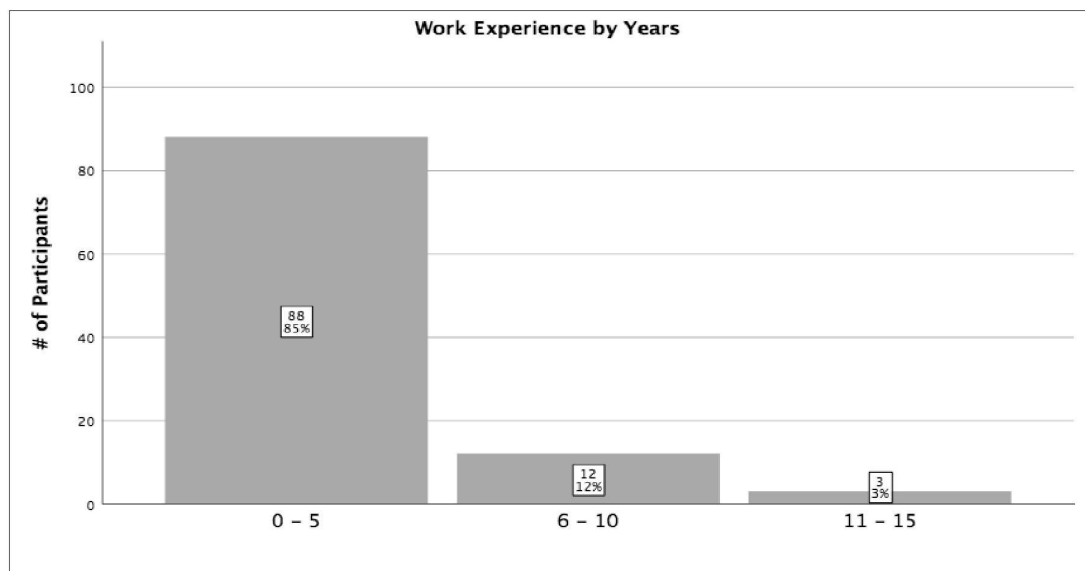
The figure shows that 9 respondents are from top management level, 40 respondents are from middle management level, 43 respondents are from law management level and 5 respondents are from non-management level. So, the highest 83% of the participants are working in low or middle levels of employment.

4.2.1.5. Figure: Participations by Work Sectors of NGOs

The figure shows that 21 respondents are from Health care sector, 14 respondents are from IT and DM sector, 9 respondents are from Communication and Media management sector and 8 respondents are from HRM sector, 7 respondents are from Finance sector, etc.

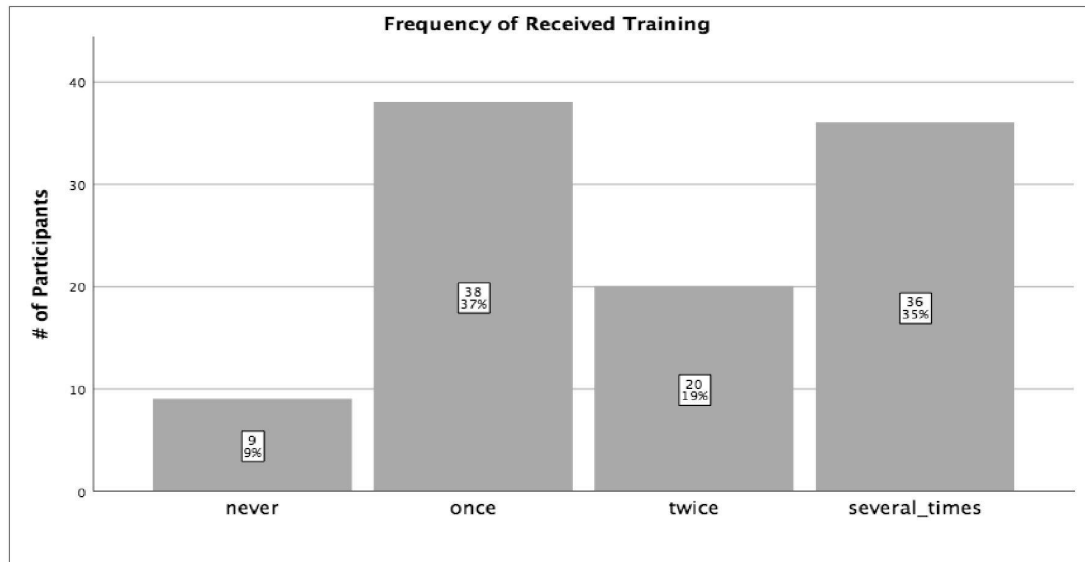


4.2.1.6. Figure: Work Experience by Years



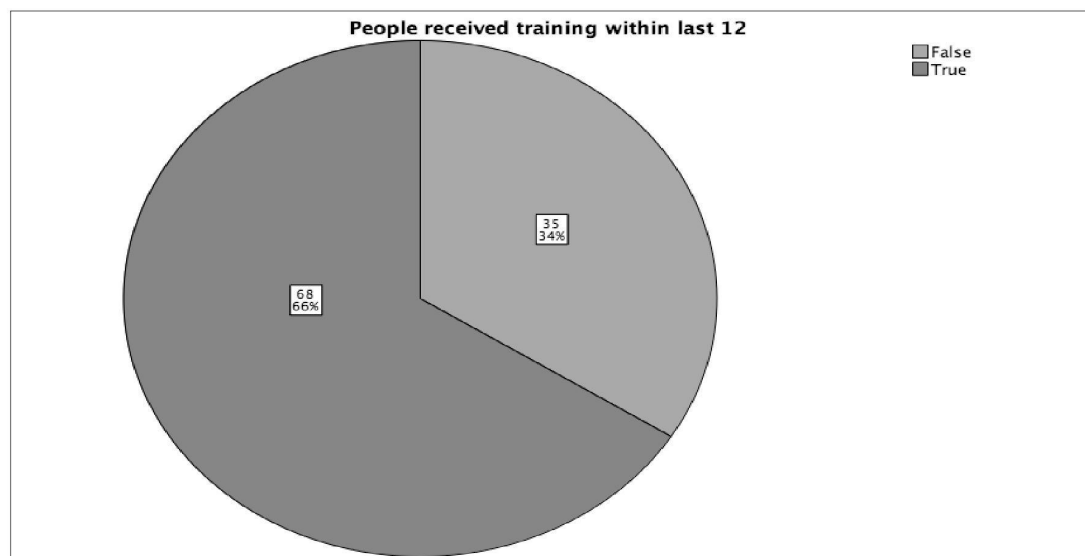
The figure above shows that the highest number of respondents were between the 0 - 5 years of having work experience, 12 of respondents were between 6 - 10 years, while the rest were between the 11 - 15 years.

4.2.1.7.Figure: Received Training Frequency through last year



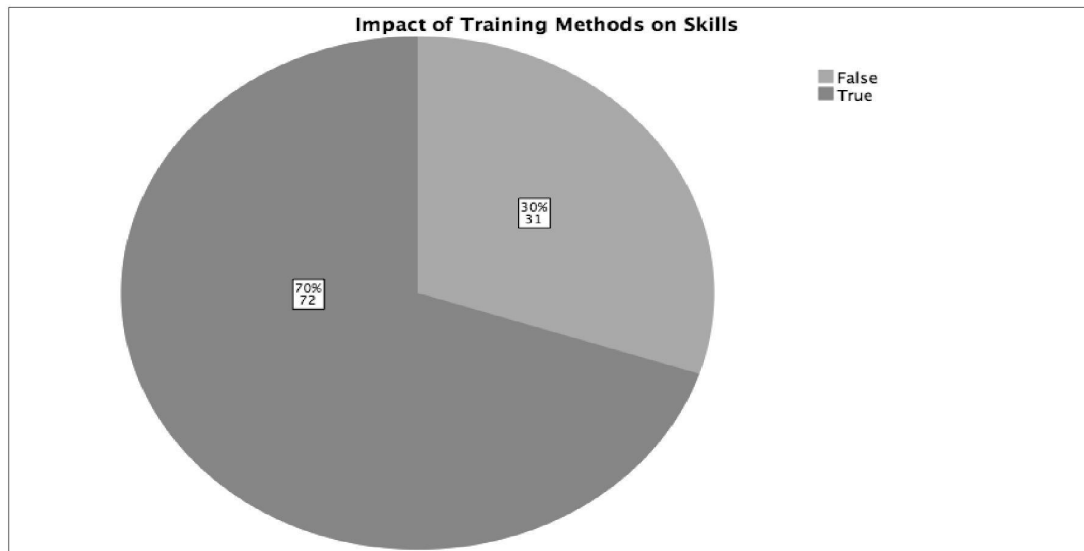
The figure above shows that the highest number of respondents were received training with frequency one and twice where 20 of respondents received training twice, the lowest number were for never received training, and all answer refer to duration through one year.

4.2.1.8.Figure: Received Training within last 12 months Frequency



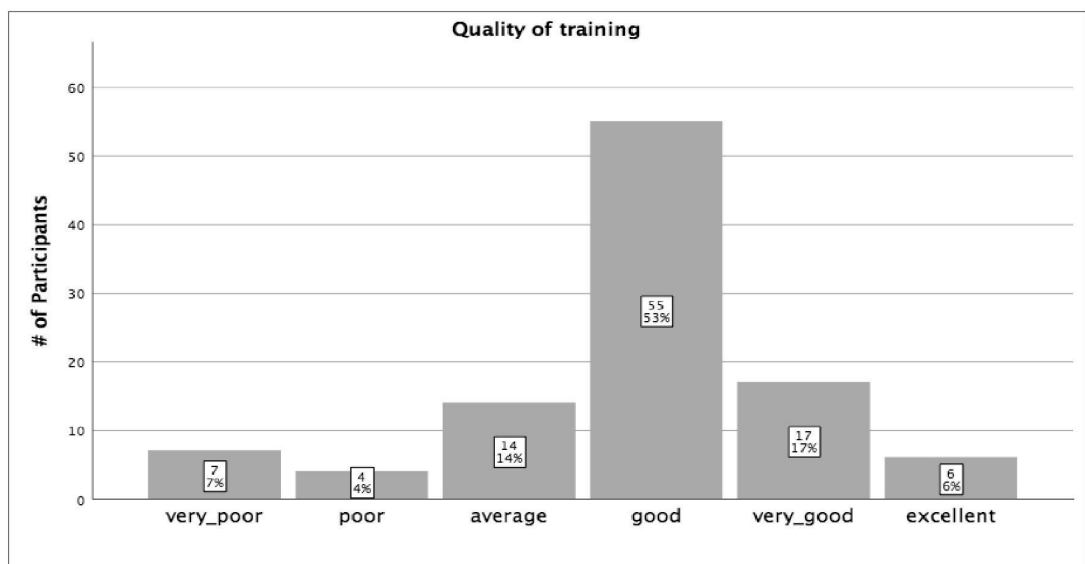
The figure above shows that 68 of the respondents says that they received training within last 12 months, while 35 respondents don't.

4.2.1.9. Figure: Impact of Training Methods on Skills



The figure above shows that 70 of the respondents says that the methods used during training had impact on their skills, while 30 respondents don't.

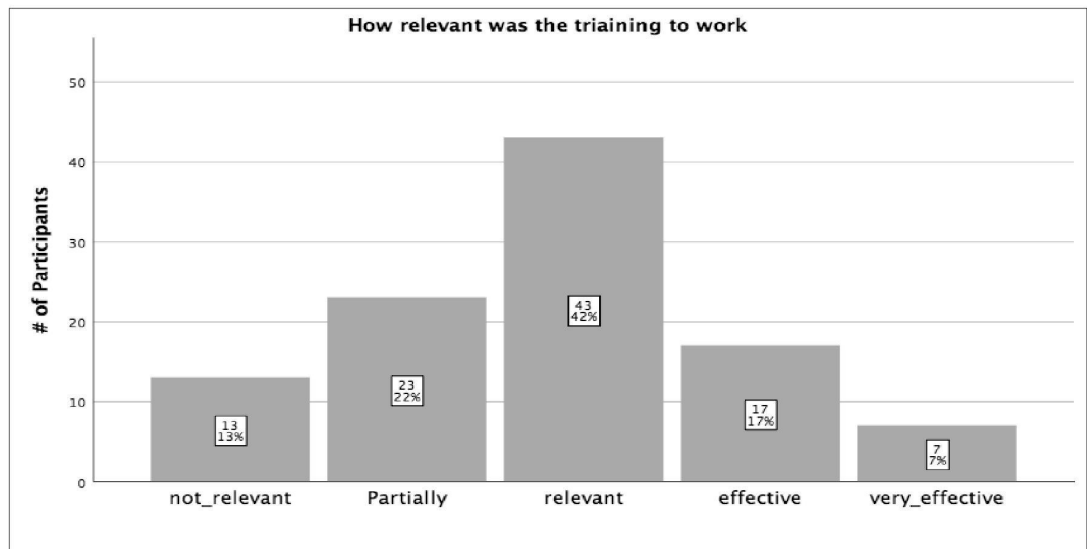
4.2.1.10. Figure: Quality of the Training Programmes



The figure above shows that 55 of the respondents says that the quality of the training programmes that they have participated were good, 17 of the respondents says that the quality of the training programmes that they have participated were very good, 14 of

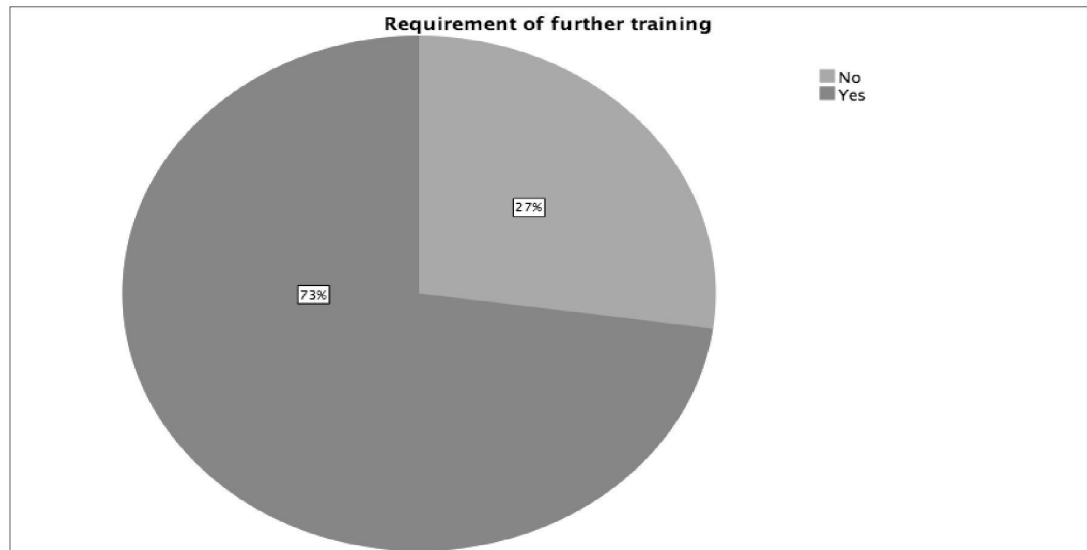
the respondents says that the quality of the training programmes that they have participated were average, etc.

4.2.1.11. Figure: How relevant the training was



The figure above shows that 43 of the respondents says that the training programs that they have participated were relevant, 23 of the respondents says that the training programs that they have participated were partially relevant, etc.

4.2.1.12. Figure: Would you require further training



The figure above shows that 73% of the respondents says that they will require further training that will help in motivation towards performance improvement, while 27% respondents don't.

4.2.2. Central Tendencies Measurements

4.2.2.1. Table: Central Tendencies Measurement

		Statistics						
		Change Process	Innovation	Employee Performance	Enthusiasm	Through Recognition	Organizational Vision	Work Itself
N	Valid	103	103	103	103	103	103	103
	Missing	0	0	0	0	0	0	0
Mean		3.9197	3.9754	3.5943	3.7227	3.7334	3.7339	3.7995
Std. Deviation		.23385	.47473	.53106	.58942	.53643	.63244	.69988
Variance		.367	.318	.337	.447	.409	.639	.389

we notice here the numbers are more biased to 4 that means agree for all variables questions

4.3.CORRELATIONS

According to Pearson test, there is a positive relationship between independent variables (Training effectiveness on change process, Training effectiveness on Innovation, Training effectiveness on Enthusiasm, Training effectiveness on Through Recognition, Training effectiveness on Organizational Vision, Training effectiveness on Work itself) and dependent variable (Job Performance). The following table shows the positive correlated to “Job Performance” and a statistically significant linear relationship:

4.3.1. Table: Correlation

		Correlations						
		Employee Performance	Change Process	Innovation	Enthusiasm	Through Recognition	Organizational Vision	Work Itself
Pearson Correlation	Employee Performance	1						
	Change Process	.728**	1					
	Innovation	.771**	.738**	1				
	Enthusiasm	.793**	.735**	.729**	1			
	Through Recognition	.749**	.627**	.655**	.692**	1		
	Organizational Vision	.654**	.635**	.660**	.656**	.797**	1	
	WorkItself	.704**	.607**	.630**	.739**	.784**	.783**	1

** : Correlation is statistically significant at the p-value (0.001) level (2-tailed).

Correlational analysis and multiple regression analysis were used to analyze the data and study the relations between the variables. Data was analyzed using Statistical Package for the Social Sciences (SPSS) and MS Excel. A statistical analysis (mean, standard deviation, bivariate correlation, linear regression, regression analysis) was

conducted. A block entry regression analysis was performed between the dependent variables the independent variables.

Training effectiveness on change process:

- Training effectiveness on change process and employee performance have a statistically significant linear relationship ($p < 0.001$).
- The direction of the relationship is positive (Training effectiveness on change process and employee performance), meaning that these variables tend to increase together.
- The magnitude or strength of the associations is **high** ($r = 0.728$, $r > 0.5$).

Training effectiveness on Innovation:

- Training effectiveness on Innovation and employee performance have a statistically significant linear relationship ($p < 0.001$).
- The direction of the relationship is positive (Training effectiveness on Innovation and employee performance are positively correlated), meaning that these variables tend to increase together.
- The magnitude or strength of the associations is **high** ($r = 0.771$, $r > 0.5$).

Training effectiveness on Enthusiasm:

- Training effectiveness on Enthusiasm and employee performance have a statistically significant linear relationship ($p < 0.001$).
- The direction of the relationship is positive (Training effectiveness on Enthusiasm and employee performance are positively correlated), meaning that these variables tend to increase together.
- The magnitude or strength of the associations is **high** ($r = 0.793$, $r > 0.5$).

Training effectiveness on Through Recognition:

- Training effectiveness on Recognition and employee performance have a statistically significant linear relationship ($p < 0.001$).
- The direction of the relationship is positive (Training effectiveness on Through Recognition and employee performance are positively correlated), meaning that these variables tend to increase together.

- The magnitude or strength of the associations is high ($r=0.749$, $r>0.5$).

Training effectiveness on Organizational Vision:

- Training effectiveness on Organizational Vision and employee performance have a statistically significant linear relationship ($p<0.001$).
- The direction of the relationship is positive (Training effectiveness on Organizational Vision and employee performance are positively correlated), meaning that these variables tend to increase together.
- The magnitude or strength of the associations is high ($r=0.654$, $r>0.5$).

Training effectiveness on Work itself:

- Training effectiveness on Work itself and employee performance have a statistically significant linear relationship ($p<0.001$).
- The direction of the relationship is positive (Training effectiveness on Work itself and employee performance are positively correlated), meaning that these variables tend to increase together.
- The magnitude or strength of the associations is high ($r=0.704$, $r>0.5$).

4.4.MULTIPLE LINEAR REGRESSION

Model summary:

4.4.1. Table: Multiple Regression Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.871 ^a	.758	.743	1.28247
a. Predictors: (Constant), ChangeProcess, Innovation, Enthusiasm, WorkItself, Recognition, OrganizationalVision				

The model a, the adjusted R squared is 0.743, that means 74% of the difference in the performance can be explained by the training effectiveness factors.

Consequently 26% of the difference in the dependent variable can be explained by other factors.

4.5. ANOVA

4.5.1. Table: ANOVA Model Summary

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	495.542	6	82.590	50.215	.000 ^b
	Residual	157.895	96	1.645		
	Total	653.437	102			
a. Dependent Variable: EmployeePerformance						
b. Predictors: (Constant), . Predictors: (Constant), ChangeProcess, Innovation, Enthusiasm, WorkItself, Recognition, OrganizationalVision						

The table above indicates that the regression model predicts the dependent variable based on “Sig” column. This indicates the statistical significance of the regression model $p=0.000$ is less than 0.05. Overall, the regression model statistically significantly predicts the outcomes variable (i.e., it is a perfect fit for the data).

4.6. MULTIPLE REGRESSION ANALYSIS

The Coefficients table provides us with the necessary information to predict dependent variable from independent variables, as well as determine whether the independent variables contribute statistically significantly to the regression model by checking the “sig” column as shown below:

4.6.1. Table: Multiple Regression Coefficient Analysis

Training effectiveness Through Recognition has the highest beta of 0.308 that means that the independent variable of Training effectiveness Through Recognition contributed the most and has a stronger effect toward the performance of employees if compared to the other factors of HRM processes.

Recognition has the highest beta of 0.307 that means that the independent variable of motivation contributed the most and has a stronger effect toward the performance of employees if compared to the other factors of HRM processes. The influence of the remaining factors on performance of employees were Change Process, Innovation, Enthusiasm and work Itself. While Organizational Vision Beta = -.118 at the level of (Sig = .218 >.05) which means a negative relation between the two variables, that indicates that this study couldn't reveal the positive relation of job analysis with the organizational performance.

Table: Multiple Regression Coefficient Analysis

Coefficients ^a								
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		
	B	Std. Error	Beta			Lower Bound	Upper Bound	
1	(Constant)	-.338	.677		-.500	.618	-1.682	1.005
	Change Process	.159	.095	.141	1.680	.096	-.029	.347
	Innovation	.288	.087	.281	3.320	.001	.116	.460
	Enthusiasm	.286	.090	.292	3.157	.002	.106	.465
	Recognition	.307	.094	.308	3.253	.002	.120	.495
	Organizational Vision	-.113	.091	-.118	-1.239	.218	-.294	.068
	WorkItself	.072	.091	.076	.789	.432	-.109	.252

a. Dependent Variable: EmployeePerformance

CHAPTER FIVE

5. DISCUSSION

5.1.Introduction

This chapter will discuss hypothesized findings, determine the limitations encountered in the study, and provide recommendations for future researches.

5.2.Findings of Hypotheses

Change Process

Change process and employee's performance have a margin positive relationship ($\beta = 141$, $P=0.096$) This study assures the importance of change process as the assurance that employees have about a job for as long as they want can increase their performance, the relationship is margin which reflects that the employees don't have the knowledge that they can be more active along with their organization when having training programs which lead to higher performance (Al-Jaradat 2013).

Innovation

Innovation and job performance have a positive significant relationship ($\beta =.281$, $P =.001$). This study assures the importance of innovation as it was related to the engagement for both employee and organization as an engagement tool. The setting of innovation can improve the creativity of employees that agreed with (Aisha et al, 2015)

Enthusiasm

Enthusiasm and job performance have a positive significant relationship ($\beta =.292$, $P =.002$). This study assures the importance of enthusiasm as it was related to the engagement for both employee and organization as the main engagement tool. The

innovation can improve the level of engagement and that can boost the quality of performance too.

Recognition

Recognition and job performance have a positive not significant relationship ($\beta = .308, P = .218$). This study assures the importance of enthusiasm as it was related to the engagement for both employee and organization as an engagement tool but it can be not important because of nature of the organizational culture prevailing in the research community. The setting of innovation can improve by using another sampling method the level of performance and the job design can boost the quality of performance too.

Organizational Vision

Organizational vision and job performance have a negative relationship ($\beta = -.118, P = .218$). This study couldn't reveal the positive relation of Organizational vision with the organizational performance, this study didn't have the sufficient power to detect that dependence, there are some reason might explain why is because of sample size or the followed sample method.

Work Itself

Work Itself and job performance have a positive not important relationship ($\beta = .076, P = .432$). This study couldn't reveal the significant relation of Organizational vision with the organizational performance. There is some reason might explain why is because of the chance, sample size that will affect the results.

Other findings:

- Quality of training: there is a relationship between performance of employees and the quality of training where ($r=0.618, p=0.001$). Consequently, the better the training, the more amplified the performance.
- Requirement of further training: the feeling of necessity to have further training is reflected on the performance in a relationship as follows ($r=0.392, p=0.001$).
- There is relationship between the performance and the gained skills ($r=0.194, p=0.42$). The relationship is weak, that might be caused by the sample size.
- There is a relationship between the performance and how relevant the training.

- It is to the sector of work ($r = 0.261$, $p=0.01$). However, the relationship is weak, and there is no significant contribution of it to the performance in comparison with the quality of training and the requirement of further training.
- There is no relationship between the performance and the number of training received during one year ($r=0.111$, $p=0.164$).
- There is no relationship between the performance and the training received the last 12 months ($r=0.095$, $p=0.201$).
- There is no relationship between the performance and the training facilitation methods ($r=0.158$, $p=0.08$).
- There is no relationship between the performance and the selection criteria of employees to attend training ($r=0.158$, $p=0.08$).

The performance is measured based on the engagement and motivation of employees. The engagement is measured through a set of questions involving the proactivity, the overall enthusiasm, and the involvement and commitment of employees. While the motivation questions collect information about the responsibility, the feeling of belonging to the team, and the self-esteem.

5.2.1. Table: Hypothesized Findings

Hypothesis	Result	
H1: Change process have a positive effect on employee performance	$\beta = .159$ $p = .096$ ($p > 0.05$)	Not Supported
H2: Innovation have a positive effect on employee performance	$\beta = .288$ $p = 0.001$ ($p < 0.05$)	Supported
H3: Enthusiasm have a positive effect on employee performance	$\beta = .289$ $p = 0.002$ ($p < 0.05$)	Supported
H4: Recognition have a positive effect on employee performance	$\beta = .307$ $p = 0.002$ ($p < 0.05$)	Supported
H5: Organizational vision have a positive effect on employee performance	$\beta = - .113$ $p = 0.218$ ($p > 0.05$)	Not Supported
H6: Work itself have a positive effect on employee performance	$\beta = .072$ $p = 0.432$ ($p > 0.05$)	Not Supported

5.3. Conclusion

The current study found that HRM in NGOs need to provide a continuous high-quality training to their staff because Learning is non-stop process, more you learn, more you know what you need to learn and be sure that the training is relevant to the attendees' scope of work. In addition, they need to assure the training is full of important skills and topics that help and mentor staff. The continuous training increases the commitment, proactivity, enthusiasm, and the performance of employees. NGOs need to know that technology is moving too fast, improving and cultivating skills is highly required to stay in the market. Training enables up to date information and refreshing

current knowledge and widen issue solving and handling from different point of view as a result of trainee's participation and engagement have a fixed item in the budget plan to fund training programs. Organizational vision couldn't be proven to have the positive effect. This means that managers and whomever responsible should be clearer with these factors, which would reflect more positively on employees' job performance.

HRM should set a plenty time for training schedules and not include it in working hours. According to training methodology, participants prefer "exercises method"

6. Limitation of the Study

The number of participants was under-expectation, besides the survey was conducted in one area, consequently, it is not easy to generalize the results. Shortage of time was one of the problems faced in this study, especially regarding the collection of a large number of questionnaires, which required a lot of time and money. Also, some participants opted to not to disclose on some questions, that led to some missing values that needed to be handled by distributing the survey on more participants which means much time has been wasted.

The little cooperation from the visited NGOs made a huge barrier for the research to be conducted in the best of time and quality.

Many researches were conducted regarding the relationship between HRM processes and Job Performance in different industrial, nursing and educational sectors. The journals and articles found lacked researches that dealt with the same topic in non-governmental organizations.

7. Study recommendation

- NGOs need to provide a continuous high-quality training to their staff and be sure that the training is relevant to the attendees' scope of work.
- Assure the training is full of important skills and topics that help and mentor staff
- Continuous training increases the commitment, proactivity, enthusiasm, and the performance of employees.

- Employees are fully aware of the importance of training that give organization the chance to reactivate training role
- Focus more on employee's need not on institutes offers.
- Conducting a professional development program.
- By providing a regular training programs that can provide both motivation and engagement the employees' commitment to their job can be increased.
- By providing a regular training programs that can provide both motivation and engagement the employees' enthusiasm to their job can be increased.
- Adopting an effective training approach on of the job development approaches can boost performance.
- An organization-wide policy of job performance is a significant source of competitive advantage in its personal right, and deserves the attention of HR specialists, line managers and top management; implementing an effective training process can lead to productivity increasement.
- Researchers should deal more with the same topic especially in non- governmental organizations
- Other researchers are should in the future examine the impact of other kinds of human resources processes and practices on employees' performance.

As a result of this research, many other factors have an effect on the job performance of employees other than the five factors of HRM processes which discussed in the research. So, researchers should conduct studies about employees' performance continuously due to its very important role in the development of organizations and goal achievements. In the dynamic work environment, employees'.

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8. Appendix 1. Questionnaire



Research questionnaire

I am conducting a research on 'Training effectiveness on employee performance: A research on humanitarian organization employees' in fulfillment of the requirement for award of master degree in business administration in Gaziantep university. You are required to fill the questionnaire attached to this letter. Strict confidentiality is guaranteed in respect of the information that will be provided by you. The research work is strictly an academic exercise and is not intended undermine your operations. I hereby solicit your honest answer to the question as I promise to treat your response with utmost confidentiality.

Thanks for your cooperation and response. This survey takes 10 minutes approximately to complete. If you would like to receive a copy of the final result please add your email here.

Your faithfully

Aya Aksh

Introduction**TRAINING EFFECTIVENESS ON EMPLOYEE'S PERFORMANCE**

Thank you for participating in training effectiveness on employee performance survey, This survey takes 10 minutes approximately to complete..If you would like to receive a copy of the final result please add your email here..thank you

A. Personal information (Demographic profile)**1. SEX**

- Male
- Female
- Prefer not to disclose

2. EDUCATIONAL LEVEL *

- Primary level
- Secondary level
- Diploma level
- Bachelor's Degree
- Master's Degree
- Post graduate

3. AGE GROUP

- 25 and below
- 26-35
- 36-45
- 46-55
- 56 and above

4. HOW LONG HAVE YOU BEEN WORKING FOR YOUR CURRENT ORGANIZATION?(YEARS)

.....

5. WHAT IS YOUR POSITION LEVEL? *

- Top level management "CEO, COO,.."
- Middle level management "General Manager, Regional Manager, Coordinator,.."
- Low level management "Officer, Assistance, .."
- None-management "Guard, Driver,.."

6. IN WHICH AREA DO YOU WORK?

- Human Resources
- Procurement and Contract Management
- Transport, logistic and supply management
- Budget and training
- Construction and general maintenance
- Health care
- Communication and Media
- Security services
- Finance
- IT and Data Management
- Advocacy

7. WHAT IS THE FREQUENCY OF TRAINING PROGRAM YOU HAVE PARTICIPATED DURING ONE YEAR? *

- Once
- Twice
- Several times
- Never

8. DID YOU RECEIVE ANY STAFF TRAINING DURING THE LAST 12 MONTHS? *

- Yes
- No

9. WHAT ARE THE FACILITATION METHODS OF TRAINING THAT YOU HAVE ATTENDED?

- Lecture
- Case study
- Seminar
- Demonstration
- Group exercise

10. HOW HAVE YOU BEEN SELECTED FOR TRAINING? *

(Please tick all that apply)

- On joining the company
- Compulsory for all employees
- Performance appraisal
- Based on competition
- Supervisors recommendation
- Upon employee request
- I don't know

11. HAVE THE METHODS USED DURING TRAINING HAD ANY IMPACT ON YOUR SKILLS? *

- Yes
- No

12. HOW WILL YOU RATE THE QUALITY OF THE TRAINING PROGRAMME/S THAT YOU HAVE PARTICIPATED IN? *

- Very Poor
- Poor
- Average
- Good
- Very Good
- Excellent

13. HOW RELEVANT WERE THE TRAINING YOU HAVE RECEIVED TO YOUR WORK? *

- Relevant
- Partially relevant
- Not relevant
- Effective
- Very effective

14. WOULD YOU REQUIRE FURTHER TRAINING THAT WILL HELP IN MOTIVATING YOU TOWARDS PERFORMANCE IMPROVEMENT AND ENABLE YOU TO INCREASE YOUR PRODUCTIVITY?

- Yes
- No

IF “YES”, PLEASE SPECIFY THE REASONS.

.....

15. WHAT CHALLENGES DO YOU FACE WITH REGARD TO TRAINING AND DEVELOPMENT WITHIN YOUR ORGANIZATION?

.....

Employee Engagement

	Questions	Highly Disagree	Disagree	Neutral	Agree	Highly Agree
Training effectiveness on change process						
16	Staff trainings has improved your willingness to accept change					
17	I am more willing to take new tasks due to staff trainings					
18	Staff trainings enhances my commitment to taking the initiative in helping other employees when the need arises					
Training effectiveness on innovation						
19	Staff trainings allow employees to proactively identify future challenges and opportunities					
20	Staff trainings empowers employees to always keep going when the going gets tough					

21	In my organization, employees adapt quickly to difficult situations due to staff trainings					
Training effectiveness on enthusiasm						
22	Staff trainings has made me get excited about going to work everyday					
23	Staff trainings has made feel completely involved in my work					
24	I am now more inspired to meet my goals at work due to staff trainings					

Employee Motivation

	Questions	Highly Disagree	Disagree	Neutral	Agree	Highly Agree
Training effectiveness through recognition						
25	After undergoing staff training, I now can work on important tasks					
26	My training within the organization now gives me the necessary skills to work in tasks from start to the end					
27	I now take personal responsibility for my job outcomes after being trained					
Training effectiveness on organizational vision						
28	After attending trainings funded by the organization I can now understand how my efforts contribute to the organizational goals					
29	Employee trainings imparts skills on long term thinking					

30	Training inclines staff to the organizational vision					
Training effectiveness on work itself						
31	I now find my work more interesting and passionate after being trained					
32	Training has empowered me to carry out my dues without any difficulty					
33	I now complete my tasks within time after being trained on how to improve my performance					

Training effectiveness on performance						
34	With trainings, I am completely focused on my work					
35	Staff trainings has made me give the best effort at work each day					
36	I am now more involved in my work and days goes by very quickly due to staff training					

Dear colleges, I would like to thank you for completing the previous survey. If you are confident of your answers, kindly click Submit. If you would like to get a copy of my thesis kindly write down your email. once again thank you very much for taking time to complete this survey.

End of Survey

VITAE

Aya Aksh was born in Aleppo - Syria in 1993. she graduated from the Economy, at Aleppo University. She is also a master's student at Gaziantep University in the department of Business Administration. After the unwilling departure from her country because of the ongoing conflict, she dedicated herself to help and support all humankind around the world whom suffering from conflicts and natural disasters. she has been working in humanitarian non-governmental organizations in the field of emergency and development since 2014 in Gaziantep - Turkey.

ÖZGEÇMİŞİ

Aya Aksh, 1993 yılında Halep-Suriye'de doğdu. Halep Üniversitesinde Ekonomi bölümünden mezun oldu. Aynı zamanda Gaziantep Üniversitesi İşletme Bölümü'nde yüksek lisans öğrencisi. Sürmekte olan ihtilaf nedeniyle ülkesinden isteksiz bir şekilde ayrıldıktan sonra, çatışma ve doğal afetlerden muzdarip dünyadaki tüm insanlığa yardım etmeye ve destek vermeye kendini adadı. 2014 yılından bu yana Gaziantep-Türkiye'de acil durum ve kalkınma alanında çalışan sivil toplum kuruluşlarında görev yapma.