

The Mediating Effect of Job Performance on the Association between Training and Employees' Productivity in Public Organizations in U.A.E

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Abstract

Training and Development is a very important factor in most organizations in today business world. While job performance is an essential factor that influences the productivity of employees and affected by training as well. This study is conducted in U.AE in the General Directorate of Residency and Foreigners Affairs. The aim of this study is to investigate the mediating role of job performance on the association between training and employee's productivity. It is assumed in this study poor job performance and the inability to develop the skills and knowledge of staff is mainly because of inadequate training in accordance with modern methods and theories. The findings showed that training is strongly correlated with employee's productivity and this relationship is mediated by the effect of job performance. It is highly recommended to focus on using new training methods based on latest theories to improve the performance of employees as well as their productivity.

Keywords: Training, Employee's Productivity, Job Performance

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INTRODUCTION

Today many organizations are facing difficulties to take the maximum advantages from training programs. Many large organizations spend a lot of funds to bring experts with higher salaries to improve the overall performance of the work and increase productivity rather than develop the skills and performance of current employees or create more opportunities to learn new information and encourage them to learn new knowledge associated with their work (Abu-Doleh. & Weir, 2007).

It has been found that most of organizations in the world do not have adequate information on the nature of the training theories and who to use the proper training programs that match the type of business or work (Mary and Kathryn, 2000). Therefore, the inability to select the right training method is a major obstacle towards successful training program to achieve the desired goal for improving the productivity and the services provided to customers (Afshan et al., 2012).

Poor training programs and then lack of evaluation of training after the end of training programs is the main reason for weak job performance and the inability of institutions on performance evaluation after the completion of the training lead to the loss of the efforts and the funds from the application of training programs is appropriate or successful, so it will be discussed the study of this problem (Abbas and Yaqoob, 2009).

This study discusses these issues and it is expected that the outcome from literature review and analysis will bring great advantages to public organization in U.A.E by understanding the main effect of job performance in making employees and staff more productive and valued to their organization.

THE PURPOSE OF THIS STUDY

This study is a theoretical effort to introduce the concepts of training, job performance, and employees productive in public organization. In addition to that, this study examined the mediating effect of job performance on the relationship between training and employees' productivity. The researcher presented a brief introduction on the main concept of training, job performance, and productivity of employees.

THE METHODOLOGY

In this study the quantitative methods is used to test the mediation role of job performance. Normally, quantitative approach is widely used in similar researches because this approach is very accurate in testing predefined hypotheses and correlations between variables. The primary data was collected through distribution of questionnaires inside General Directorate of Residency and Foreigners Affairs-Dubai (DNRD). After collecting the questionnaire form the respondents and determining the valid questionnaires for data analysis, Cronbach's alphas were calculated for all subscales of the instrument to determine its reliability before conducting analysis. The sample of this study is selected according to two theories, the first developed by Yamane (1967).

THE CONCEPT OF TRAINING



Training is a very old concept, it is a learning experience that seeks and aims for a relatively constant change in persons that could improve their abilities to perform their job in a good way. Training and Development is a very important and significant aspect of the human resources management which has to be started either proactively or reactively to face any probable change could happen by the course of time (Goldstein & Ford, 2002).

Training and development concept has rather evolved since the earliest stages of human civilization and has been gradually refined into the sophisticated process that it is today in order to improve the competencies, the effectiveness and the development. Within the history training and development in public and private enterprise is a vital department to the organization. Organizational challenges today appear unparalleled in history (Egan, 2005).

A lot of researchers suggested that, if organizations want to preserve a competitive advantage they should focus on improving and boosting performance through the continual learning process. For the previous reasons, the organizations focuses more on enhancing productivity from the best human resource usage and therefore, the investment in training and development with the definitive goal to upgrade and improve the productivity of human at the macro and micro levels. Hence, employee training becomes a requirement and necessity for any organization; training helps them to carry out their responsibilities and roles effectively and to learn new things which prepare them to take up more and higher responsibilities efficiently in the future. The quality and amount of training accomplished varies extremely from organization to another due to different factors such as the grade of external change, for example, new processes or new markets (Robert, 2006).

JOB PERFORMANCE

Performance is an important criterion for organizational outcomes and success. Employee performance is defined as whether a person executes their job duties and responsibilities well. Many companies assess their employee's performance on an annual or quarterly basis in order to define certain areas that need improvement. Performance is a critical factor in organizational success (Kinicki and Kreitner, 2007). Organizations should focus on the factors which improve the performance of employee as an employee performance is significant component of organization (Abbas and Yaqoob, 2009).

Employee performance plays a crucial role for any organization or company where its positivity leads to success, while if there its negativity may leads to failure. It is usually perceived that if the employees are satisfied with their jobs or working conditions, their performance will be much better than those employees who are not satisfied with their work. Employee performance can be measured by various ways like productivity, absenteeism and employee satisfaction (Osunde, 2015).

John P. Campbell (1990) describes job performance as an individual-level variable, or something a single person does. This differentiates it from more encompassing constructs such as organizational performance or national performance, which are higher-level variables.

Job performance was defined by McEvoy and Cascio (2001) as "accomplishment of assigned tasks". They highlighted that performance to include clear description of the expectations from him and orientating of workers toward effective performance as well as to include work goals, measures and evaluation.

Hameed and Waheed, (2011) found that the advantages of higher performance to the individuals, organization, society and nation are as following:

- The productivity of individual on job increases.
- Employee gets job satisfaction at job.
- Psychological problems of employees come to low level.
- Involvement of employees in their jobs increases.
- A sense of commitment and loyalty among employees develop.

- Employees get higher salaries and incentives on production basis.
- Quality and quantity of the total production increase.
- Sales and market shares of the company in the market improves.
- Profit improves and that leads to progress of the business.

EMPLOYEE PRODUCTIVITY

Productivity is commonly defined as the rate of inputs to outputs. It's based on the factory production line situation, that deals traditionally with the standardized products, and in which it is potential to measure, for instance, the number of the produced widgets per hour (Ahmed et al., 2014).

Nowadays, the organization members want to be engaged in the organization management, rather than to be a usual employee. Participation in management is very important and essential for the motivating employees for work (Colombo & Stanca., 2008). The "productivity" of different behaviours could be hard to define. For example, talking with colleagues may seem to be less productive in the sense that it means that one is not actively on task but it could also spark valuable ideas as well as more subtly benefiting the organization by enhancing interpersonal relations and the sharing of information. Often people think of the solutions to problems when they take a coffee break. Exaggerated focus on task performance may ignore the value of behaviors that may benefit the broader organization, such as helping others and showing responsibility and initiative. Such behaviors are categorized as contextual performance, and are considered to be important factors in work performance (Koopmans et al., 2011).

So, as has been discussed above, productivity is very difficult to define clearly in the modern office and there is no standard measure (Haynes, 2008b). The problem may be summed up in two points as below:

- 1) Productivity is an objective and quantifiable measure.
- 2) It couldn't be defined in objective and quantifiable terms.

THE MEDIATING EFFECT OF JOB PERFORMANCE BETWEEN TRAINING AND EMPLOYEE'S PRODUCTIVITY

There are few studies that testes the mediating role of job performance with training and related variables. Azara (2013) found a significant and positive association between training and organization performance through job performance. The mediating role of job performance gave positive result.

One of these studies is presented by Maimuna and Rashad (2013) showed that employees seek to be ultimate, and subsequently making the need to adapt to the constant learning and developing skills and knowledge a very valuable matter, due to the organizational, social, and technological dynamics. Therefore, it is very necessary for organizations in order to achieve the most favourable returns from their investment; they should effectively manage training and development programs. However training and job performance are instrument that aid the productivity of human capital. Therefore, job performance has a mediating role between training and productivity of human capital in modern organizations.

In the same context, Cappelli and Neumark (2001), Cho, et al. (2006), Guerrero and Barraud-Didier (2004) found that training has positive effects on productivity and employees' performance together.

Another study conducted by Abeba et al. (2015) which suggested that training and development had positively correlated and claimed statistically significant relationship with employee performance and productivity of employees. It is assumed the mediating role of the participation of employees in planning through better skill and development programs through training could enhance their effectiveness and productivity very well. Based on above discussions, this study develops the fourth hypothesis:

ANALYSING THE MEDIATING EFFECT OF JOB PERFORMANCE ON THE RELATIONSHIP BETWEEN TRAINING AND EMPLOYEE'S PRODUCTIVITY

A two-step simple and multiple linear regressions are conducted to test the mediating effect of job performance on association between training and employee's productivity. Judd and Kenny (1981) suggested that confirm the mediating effect of a variable then computing the difference between two regression coefficients before and after the mediation can answer this question. Thus, this analysis is conducted in SPSS using 2-steps regression analysis as follow (Mackinnon, Fairchild, & Fritz, 2007):

As shown in Figure 1.

Step 1: Simple linear regression between training and employee's productivity

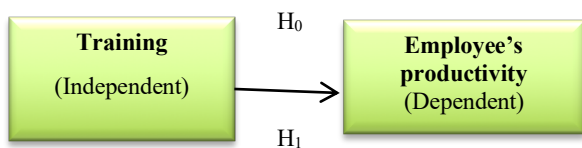


Figure 1: Regression Model between Training and Employee's productivity

The table of coefficients is very important to precisely identify the effect of training on employee's productivity. Table 1 indicates that B (Unstandardized Coefficients) = 0.406, and B is significant ($p = 0.000$, $\rho \leq 0.05$). Therefore, employee's productivity is strongly predicted by training is a direct causal regression relationship.

Table 11: Coefficients of Regression Between Training and Employee's productivity

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B1	Std. Error			
1 (Constant)	1.980	.119		16.577	.000
1 Training	.406	.035	.513	11.727	.000

a. Dependent Variable: Productivity

The conclusion from analysis showed that the correlation between training and employee's productivity in a positive and significant. Then proceed to step 2 (see figure 2).

Step 2: Multiple linear regression between training and employee's productivity

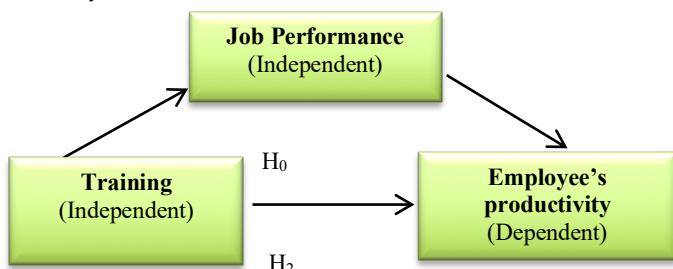


Figure 2: Mediating regression model between Training, job performance and Employee's productivity

The table of coefficients is very important to precisely identify the effect of training on employee's productivity. Table 1 indicates that B (Unstandardized Coefficients) = 0.406, and B is significant ($p = 0.000$, $\rho \leq 0.05$). Therefore, employee's productivity is strongly predicted by training is a direct causal regression relationship.

Table 22: Coefficients of Multiple Regression between Training, job performance, and Employee's productivity

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B2	Std. Error			
(Constant)	1.602	.131			12.207.000
1 Training	.320	.036	.404		8.820 .000
1 Performance	.214	.036	.270		5.897 .000

a. Dependent Variable: Productivity

It is found from the data of table 2 that the unstandardized coefficient of regression between training and employee's productivity has decreased from $B1 = 0.406$ to $B2 = 0.320$ after taking the mediating effect of job performance, it is also found that all regressions are significant (Sig. ≤ 0.05). Therefore, job performance has a partial mediating effect on the relationship between training and employee's productivity (Baron and Kenny, 1986; Sobel, 2009).

CONCLUSION

In modern industrial environment, the need for training of employees is widely recognized to keep the employees in touch with the new technological developments. Every company must have a systematic training program for the growth and development of its employees.

The review of literature shows a lack of knowledge in the literature on the correlations between training and employee's productivity, and job performance. Thus, this study examined theoretical model constructed from these three variables to fill the gap in the literature.

It is concluded that job performance partially mediate the relationship between training and employee's productivity because the correlation between them is decreased and significant due to the effect of mediator (job performance), and all three correlations between independent, mediator, and dependent are statically significant ($p \leq 0.05$), thus, a partial mediation effect does exist between these three variables.

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