THE INFLUENCE OF TRAINING NEEDS ASSESSMENT, TRAINING DELIVERY STYLE AND TRAINING EVALUATION TO EMPLOYEES PRODUCTIVITY AMONG PRIVATE SECTOR STAFF

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ABSTRACT

In today's dynamic and competitive business environment, organizations recognize the imperative of nurturing a skilled and adaptable workforce. One of the most effective ways to achieve this is through comprehensive training and development programs. These initiatives are designed to equip employees with the knowledge, skills and competencies needed to excel in their roles while also fostering continuous growth and innovation within the organization. This study conducted to study the influence of employee development programs on employees' productivity in one of private companies in Melaka. The variables involved are the assessment of training needs, training delivery style and training evaluation towards employees' productivity. Based on analysis, the researcher found that delivery style of training has significant influence towards employees' productivity. Thus, the choice of training delivery style can have a profound impact on staff productivity within an organization. When training is delivered in a manner that aligns with the needs and preferences of employees, it not only enhances their understanding of the content but also inspires engagement and motivation. Moreover, it can contribute to a positive learning experience which often translates into improved job performance.

Keywords: *Training Needs, Delivery Style, Evaluation, Employees' Productivity*

INTRODUCTION

Employee training and development has emerged as a key education to enhance organizational credibility over the past decades. This is linked to the demand in the workplace for staff at all levels to be able to improve their performance in presenting the ability to work well, acquire skills and knowledge to do new jobs and to continue their career progress in the changing world of work (Amstrong, 2001). Tuffaha (2020) stated that good knowledge about the tasks that need to be done is a catalyst for good employee performance. Therefore, in-depth disclosure about the task is through the provision of sufficient training to employees (Subari & Riady, 2015). The provision of training to staff in an organization must necessarily be monitored so that the training given is not wasted and no waste of human resources.

The effectiveness of a training also can be evaluated by looking at the performance of each staff member. The performance of employees can be evaluated with the naked eye as well as using a more systematic method that sets specific benchmarks according to specific organizations. Performance indicators can be recognized as physical values that are used to measure, compare and manage the overall performance of an organization (Gosselin, 2015). Therefore, most organizations will use Key Performance Indicators (KPI) to help individuals at all levels focus their work towards achieving common goals. According to Lourenco & Jayawarna (2011), the level of efficiency increases when employees have high-quality soft skills which are the result of receiving education and learning from experience and the frequency of training attending. It clearly proves that training is a catalyst for employee skills and indirectly affects the level of work performance.

Nonetheless, Zakaria, Alias, & Rani (2020) stated that a dearth of motivation and discontentment stemming from the work environment and job characteristics can give rise to employee occupational stress, which can detrimentally affect the company's overall performance. According to Cincotta (2005), there exists a correlation between occupational stress levels and employee satisfaction as well as motivation. Employees experiencing high levels of occupational stress tend to attain lower scores on a variety of metrics assessing organizational effectiveness. Otherwise, it can be described that in order to motivate and create good work environment, proper training is needed. The employees training from time to time in order to keep in pace and being more efficient in complete their task.

A newspaper (Harian Metro) article dated December 3, 2015 has disclosed that 2,943 civil servants are currently under scrutiny. This scrutiny arises from each employee within this count having registered subpar work performance scores, falling below 60 marks during the entire evaluation period in 2014. The newspaper report unmistakably highlights a decline in employee performance. Regrettably, a significant portion of government entities, private enterprises, and international organizations fail to acknowledge the significance of training as a means to enhance employee productivity. It is often observed that during economic downturns or periods of reduced profitability, many organizations' initial response is to reduce their training budgets (Abdullahi, Gwadabe, & Ibrahim, 2018).

In general, there are employees who are not interested in training due to their acceptance of new learning or because the ego itself (Belinda Huckle, 2020). It is due to employees being too busy, employees feeling too old, employees feeling too good, retention to change the work culture and bad past experiences. There is also uncertainty in efforts to improve skill levels through training due to the existence of a large workload as well as mental unpreparedness to participate in training courses (Fahad Naeem, 2021). If there are workers like the following, then the application of training in the organization will be difficult. So the impact of training is not effective in the organization because every employee's performance will be evaluated in order to achieve the organization's goals.

Thus, this study was conducted to identify positively or negatively perception among the staff about the provision of training as well as their impact towards productivity. This study focused on three variables which are training need assessment factors, training delivery style and training evaluation towards the work productivity among staff in private sectors.

Otherwise, researchers highlighted few research questions for this study includes;

RQ 1: Is there any influence from assessment of training needs towards work productivity among private sector staff?

RQ 2: Is there any influence from the training delivery style towards work productivity among private sector staff?

RQ 3: Is there any influence from the training evaluation towards work productivity among private sector staff?

LITERATURE REVIEW

i. Training Development Programs

Training is a way to build an individual's skills and productivity. Ngwira (2009) has elaborated the concept by stating that training makes it easier for the organization to realize that its employees are low performers. So the knowledge, skills and attitudes regarding the employee's field need to be formed according to the needs of the firm. Through training, employee competence is developed to enable them to perform work related to the task efficiently and to be able to achieve strong objectives in a competitive manner (Sarwar. S, Azhar. M. S & Akhtar N., 2011). Therefore, a decrease or increase in staff involvement in training will cause a decrease or increase in employee performance.

Most past studies provide evidence that there is a strong relationship between training and employee performance, whether positive or negative (Mohammed Hassen Yimam, 2022). This can be seen when Elnaga & Imran (2013) argue that training not only develops the ability of employees but sharpens the ability to think critically and existing creativity in making better decisions, in a more productive way and time. While Khan, Waseem & Ijaz (2016) believe that training allows employees to deal with customers in an effective way and be able to respond to their complaints or feedback accurately and in a timely manner.

Training includes processes, acquisition of technical skills, interpersonal skills and solid knowledge of the scope of work assigned to employees so that they can perform tasks efficiently and effectively in their own organization or outside (Nawaz, Masoodul & Saad, 2014). A lack of continuous training programs will lead to lower employee performance and that will lead to a decline in productivity on the organization's orientation. Therefore, the impact of employees who are trained and able to carry out their responsibilities well can improve the company's efficiency by also evaluating their friendly relationship with various stakeholders (Amin, 2013).

ii. Training Needs Assessment

Khan & Masrek (2017) elaborate training can clarify organizational objectives, improve job matching and increase employee confidence, morale, decision-making abilities and generate problem-solving skills. Therefore, as the first step in carrying out training is to carry out a training needs assessment first to look at the level of training needs among the employees involved (George O. Tasie, 2011). Assessment of training needs takes into account the things that give rise to the need for training in an organization so that the organizations can plan proper training program in order to achieve organization's operational goals at a high quality level.

Lussier & Hendon (2019) in their research stated that assessment of training needs is the process of analyzing the difference between what is existing and what is happening in an organization or scope of work and what is needed, regardless of the assessment in the present or in the future, based on the operations and strategic goals of the organization. Each organization may overlook the assessment of training needs and end up implementing irrelevant training programs (Khan & Masrek, 2017). Therefore, it is an important issue that can be avoided by the organization if the training needs assessment is carried out after identifying the needs through four levels of assessment, namely Reaction Evaluation, Learning Evaluation, Behavior Evaluation and Findings Evaluation (Lussier & Hendon, 2019).

iii. Training Delivery Style

The manner in which training is delivered plays a pivotal role in training and development. If a trainer failed to deliver effectively and could not engage the trainees, it was evident that his time had been squandered. Employee awareness of this delivery style is high, as noted by Armstrong (2000).

Consequently, if a trainer fails to deliver training in a compelling manner and right technique that engages the audience, it will squander of time (Mark and Andrew, 2000).

The delivery style holds significant importance in training, as it is the key factor influencing the desired transformation in trainees. The HR Department bears the responsibility of ensuring that irrespective of the method employed will captivates the trainees' attention. Once the training program has been meticulously designed, the subsequent phase involves the actual delivery of training. A commonly advised practice is to pilot-test or conduct a trial run of the training to ascertain its alignment with identified needs and the appropriateness of the design as advocated by Mathis and Jackson (2004).

iv. Training evaluation

The training evaluation will serve as an indicator to the organization to show the effectiveness of the training that has been carried out over time. The main purpose of performance appraisal is to help employees stay motivated in improving their performance (Mondy & Martocchio, 2016).

The evaluation stage marks the conclusive phase of the training program, serving as a mechanism to confirm its effectiveness. This involves assessing whether the program has equipped employees to perform their job functions effectively, aligning with their training objectives. As pointed out by Balogun (2011), evaluation is predominantly viewed as a means to gauge a program's success in meeting its intended objectives. Additionally, Mathis and Jackson (2016) emphasized that training evaluation involves comparing post-training outcomes with the initial objectives set by managers, trainers, and trainees.

v. Employees Productivity

In scientific literature, productivity is characterized as the correlation between output and input, signifying the connection between outcomes or returns and the resources invested or sacrifices made (Rohan & Madhumita, 2010). Within an entire organization, the overall productivity of employees typically hinges on the encouragement and motivation provided to them in pursuit of the organization's goals and objectives. Furthermore, it is widely recognized that elements like disciplinary practices and the work environment play a significant role in shaping workforce productivity.

On a global scale, managers universally acknowledge the pivotal role played by training and development in enhancing employee performance and productivity within organizations. To maintain economic growth and enhance overall performance, it becomes imperative to maximize employees' alignment with organizational objectives. Among all the resources within an organization, employees stand out as the most crucial and, simultaneously, the most challenging to manage effectively. Merely hiring and utilizing their services is insufficient; the pivotal concern lies in ensuring their efficient performance. Achieving this goal necessitates a commitment to training and development initiatives. According to Johnson (2018), the organizational culture has a vital impact on moulding creativity and the overall output of a firm. A culture that fosters well-trained, motivated, and dedicated human resources can yield innovations in products and services as well as enhance efficiency, overall organizational performance, and customer satisfaction. Additionally, the development and training of employees are essential elements contributing to a company's success.
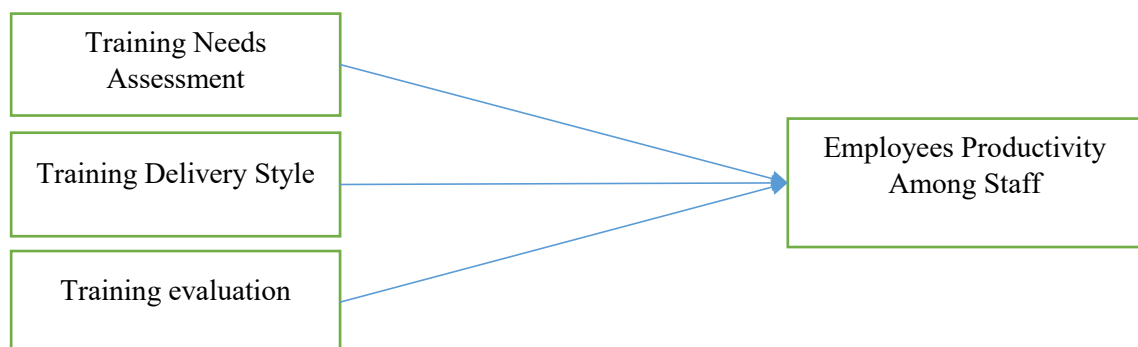

Figure 1: Conceptual Framework

RESEARCH METHODOLOGIES

i. Research Design
This study involves an analytical design and correlation analysis. The researcher will use a systematic random sampling method because this study is conducted in one of the private organization in Melaka. The researcher used the questionnaire instrument to collect data from the respondents by asking them to answer questions from a questionnaire distributed at the organization. The questionnaire contains 5 sections that must be answered by each respondent so that the questionnaire can be used as valid data for the study. In Section A, the questionnaire contains questions about the demographics of the respondents. In Section B, there are questions about the productivity among staff after training. Then, in Section C contains questions on the assessment of training needs. Next, Section D questions about the style of training delivery. Finally, in Section E includes questions about training evaluation. The questions from Section B to Section E are likert scale form. The sample is 75 respondents from total 294 employees in that particular organization. The determination of the sample size in the study is based on the formula of Tabachnick Fidell (2013).

Ii. Pilot Test
The pilot test is a crucial preliminary step in the research process which serving several essential purposes. It allows researchers to fine-tune the research instruments and methodologies, ensuring they are valid, reliable and effectively designed to collect the required data. The researcher has conducted pilot test among the employees in one of education institution in Melaka where 31 people involved. The analysis of reliability stated that the Cronbach's Alpha value obtained is 0.922 and it indicates that the questionnaire used is at the best level of trust.

RESULT AND DISCUSSION

i. Descriptive Analysis
Descriptive analysis is a fundamental component of research that serves the purpose of providing a comprehensive and detailed summary of the data collected for various variables within a study. Descriptive analysis helps researchers gain a clear understanding of the basic characteristics of the data, such as central tendencies (mean, median, mode), dispersion (range, variance, standard deviation), and the distribution of values (e.g., histograms, frequency tables). The findings of analysis for variables are as follows;

Table 1: The Mean of Training and Employee Productivity

No.		N	Mean
1.	Enjoy	75	4.05
2.	Useful	75	4.19
3.	Informative	75	4.28
4.	Practically	75	4.25
5.	Satisfaction	75	4.21
6.	Improvement organizational environment	75	4.20
7.	Deal Well	75	4.29
8.	Creative solution	75	4.43
9.	Previous training and results	75	3.97
10.	Skills to improve	75	3.88
11.	Scope of works	75	3.75
12.	Preferred training	75	3.95
13.	Level of knowledge assessment	75	3.83
14.	Training reflects real work	75	4.29
15.	Hands-on learning	75	4.55
16.	Understandable	75	4.48
17.	Adequate time	75	4.27
18.	Summarize training	75	4.35
19.	Appropriate module	75	4.35

20.	Prepare a goal plan	75	3.93
21.	Understanding	75	3.84
22.	Specific assignment implementation	75	3.84
23.	Analysed the progress	75	3.68

Based on Table 1, scores falling below 3.39 were categorized as low, while scores ranging from 3.40 to 3.79 were deemed moderate and scores exceeding 3.8 were classified as high. This categorization was determined by comparing the mean scores obtained from a 5-point Likert scale instrument as outlined in Zaidatol and Bagheri (2009).

ii. Correlation Analysis

Correlation analysis is a method of statistical quantification that determines the strength of the relationship between one variable and another variable without questioning whether certain variables are dependent on other variables (Albert Davis, 1971). The results of this study show that the variables of training needs assessment and training evaluation have a moderate relationship strength while the training delivery style variable shows a strong relationship strength towards employees' productivity. (Please refer Table 2)

Table 2: Correlation Analysis Result

Variables		Employees Productivity	Training Needs Assessment	Training Delivery Style	Training Evaluation
Employees Productivity	Pearson Correlation	1	.337**	.625**	.418**
	Sig. (2 -tailed)		.003	.000	.000
	N	75	75	75	75
Training Needs Assessment	Pearson Correlation	.337**	1	.336**	.458**
	Sig. (2- tailed)	.003		.003	.000
	N	75	75	75	75
Training Delivery Style	Pearson Correlation	.625**	336**	1	.299**
	Sig. (2- tailed)	.000	.003		.009
	N	75	75	75	75
Training Evaluation	Pearson Correlation	.418**	.458**	.299**	1
	Sig. (2- tailed)	.000	.000	.009	
	N	75	75	75	75

**The correlation is significant at the 0.01 level (2-way).

The results of the study show that there is a significant positive relationship between the factor of training delivery style and the employee productivity (r= 0.625, p< 0.000). Based on Albert Davis (1971), the relationship between the style of training delivery and the employees' productivity has a strong relationship and is the strongest compared to other factors. The positive correlation shows that there is a positive relationship, that is, if the training delivery style is better, then the productivity among employees at the organization will be higher.

iii. Regression Analysis

Regression analysis was used to test the influence of training needs assessment, training delivery style and training evaluation towards productivity among staff at the private company in Melaka. Regression analysis is a method that allows researchers to study relationships based on linear equations, that is between one variable and another variable as well as between one variable and several variables (Hair et al., 2010).

Table 3: Regression Analysis

Dependent Variable	Independent Variables	β	BETA	t	Sig.
Employees Productivity	Constant (Y)	0.925		2.012	0.480
	Training Needs Assessment (X1)	0.048	0.0.48	0.469	0.641
	Training Delivery Style (X2)	0.544	0.539	5.682	0.000
	Training Evaluation (X3)	0.193	0.235	2.340	0.022

$R_2 = 0.672$
$F = 19.449$
$Sig F = 0.000$

The results in Table 3 shows that 67.2% ($R_2 = 0.672$) of the evaluation factors of training needs, training delivery style and training evaluation are able to explain the productivity of staff. The result shows that the F-statistic (F= 19.449) and the p value is significant (0.000) or smaller than the alpha value of 0.01. This shows that the slope of the linear regression line of this estimated model is not equal to the zero value and confirms that the study data fits the linear regression prediction model proposed in this study.

Referring to the regression analysis, the factors that influence the impact of training on staff (Y) are only influenced by two variables, namely the training delivery style factor (X2) and the training evaluation factor (X3), while the training needs evaluation factor (X1) does not have a significant relationship and does not contribute to the productivity of staff. Based on the results of this study, the relationship between the training delivery style factor (X2) and the training evaluation factor (X3) can be explained using regression analysis expressed through a linear equation as follows:

$$Y= 0.925 + 0.544 (X2) + 0.193 (X3)$$

DISCUSSION AND RECOMMENDATIONS

According to the research findings, it can be discussed that the training delivery style factor is a factor that most influences the productivity of staff. This result can be proven by looking at the results of correlation and regression analysis which show that the training delivery style factor successfully achieved the highest r value of 0.625 on correlation analysis and a significant value of 0.000 on regression analysis.

As the world of work continues to evolve, it is important to develop better workplace training strategies for the 23rd century. Such strategies should include using technology to improve employee training, developing a holistic approach to training in the modern workplace and implementing innovative solutions to improve workplace training for the future.

Assessing the training needs of employees and tailoring the delivery style accordingly is a critical aspect of effective employee development. Conducting a thorough needs assessment, as recommended by Noe (2019) enables organizations to identify specific skill gaps and learning objectives. This assessment helps in understanding the unique requirements of employees, aligning training programs with organizational goals and ensuring that the content is relevant and engaging. Furthermore, as highlighted by Kirkpatrick and Kirkpatrick (2016), choosing an appropriate delivery style is equally essential. The delivery style should consider factors such as the nature of the content, the learning preferences of participants and the training environment. Whether it's interactive workshops, e-learning modules, or on-the-job training, selecting the right delivery style can significantly impact the effectiveness of training initiatives, enhancing employee engagement and knowledge retention. By combining a robust needs assessment with an effective delivery style,

organizations can maximize the impact of their training and development efforts, ultimately contributing to improved employee performance and organizational success.

CONCLUSION

In conclusion, a well-designed and strategically executed training and development program is not merely an investment in the present but a blueprint for an organization's future success. By prioritizing the continuous growth and skill enhancement of employees, organizations can cultivate a more adaptable and proficient workforce, poised to meet the ever-evolving challenges of the business landscape. As emphasized by Goldstein and Ford (2002), such programs are instrumental in closing skill gaps, improving job performance, and fostering a culture of innovation and excellence. In an era marked by rapid technological advancements and changing market dynamics, companies that commit to employee development are better positioned to stay competitive and achieve sustained growth. Furthermore, as revealed by Salas et al. (2012), the benefits of these initiatives extend beyond immediate gains, contributing to improved employee retention, job satisfaction, and overall organizational resilience. Therefore, investing in training and development programs represents an invaluable strategy for shaping a promising future for both employees and the organization as a whole.

AUTHOR CONTRIBUTIONS

Nurul Liyana H.: Conceptualizing the research, designing the experiments and drafting the manuscript; Nur Huda N.: Responsible for literature review, data collection and analysis and coordinated the efforts of the entire team throughout the project; NurulHayah M.: Data analysis and helped refine the manuscript's structure; Maryam M.E.: Substantial contributions to the literature review; Norhazanah M.: In-depth discussions of the results and conclusion.

CONFLICTS OF INTEREST

The manuscript has not been published elsewhere and is not under consideration by other journals. All authors have approved the review, agree with its submission and declare no conflict of interest on the manuscript.

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