

# Impact of Training and Development on Employee Performance in the Telecommunication sectors in Afghanistan

**ABSTRACT:** Training and development are critical in enhancing employee performance in the telecommunication sector. The telecommunication sector is dynamic and characterized by continuous technical progress. Employees' skills and abilities are improved through training programs that keep them abreast of emerging trends, techniques, and technology. This makes it possible for them to work more productively and successfully. This study aimed to determine the impact of training and development on employee performance in the telecommunication sectors in Afghanistan. This study employed qualitative and quantitative research techniques, with a sample size of 316 staff from various levels of management in the telecommunication sectors in Afghanistan. The data was collected through the structured questionnaire, which used SPSS version 25 for the analysis. Also, the study employed descriptive, correlation, and regression analysis to analyze collected data. The significant finding showed that training and development positively impact employee performance. It recommended that

the training and development program be continuous for the employees, not only for some specific times.

**KEYWORDS:** Employee Performance, Training and Development, Telecommunication Sectors, Afghanistan.

## 1. INTRODUCTION

Training and development are integral components of organizational success, contributing to the growth and effectiveness of employees and the overall company. Training and development in an organization contribute to employee growth, enhance organizational capabilities, and support the achievement of strategic goals. It is a dynamic and ongoing process that aligns with the organization's vision and helps create a skilled, engaged, and adaptable workforce.

Ahmad, et al. (2017), employees in organizations that prioritize employee development and cultivate a culture that values training is typically more driven. Odembo (2019), stated that employees benefit greatly from training and

development programs because they help the organization reach its objectives by expanding their knowledge base, honing critical skills, and preparing them for future responsibilities. Taufek(2018),stated that giving staff members the abilities and information needed to succeed in their existing positions while preparing them to develop new skills is the main objective of training and development initiatives.

Kadiresan, et al. (2015), stated that employee development organizes and prepares employees for impending tasks and challenges. Javaid, et al. (2014), training and development are a crucial aspect of human resource management, and individuals who participated in these programs perform better and are more functional than those who show little or no interest in them. Mansour (2013), stated that managers are now investing in training and development programs because they understand how important it is to close the skills gap between what they currently have and what they will need to deal with changing technology. Getahun (2018), stated that any organization that wants to increase its individual and organizational performance must improve, adapt, or adjust to changes and address difficulties.

Hogarh (2012), asserted that a precise assessment of training's significance requires knowledge of how it directly affects workers' performance. Otuko, et al. (2013), believed that many businesses fail due to their staff members' inadequate training in the kinds of abilities that are crucial in the information era.

This study conducted in Afghanistan, aims to determine the impact of training and development on employee performance in the telecommunication sectors of Afghanistan. Since 2001, Afghanistan's telecommunications have seen a significant change. The infrastructure was primitive and governed by the state in the past, severely restricting communication alternatives. GSM technology, in particular, has seen rapid development in mobile phone usage, redefining connection in areas of the country where traditional landlines were few. The telecommunication sectors are growing despite obstacles, including security risks and inclement weather that impair infrastructure, with mobile broadband being essential to improving internet access, especially in cities. Government initiatives aim to liberalize and regulate the sectors to increase competition and raise the standard of services. Managing current difficulties and guaranteeing future expansion in

Afghanistan's telecom market would require consistent investment and regulatory reforms.

## 2. LITERATURE

Wadhwa, et al. (2019), training is a program that combines exercise and nutrition to improve workers' practical, cognitive, and psychomotor skills, giving employers a helpful way to improve performance. Maduningtias (2020), stated that development is a continuous process that helps people go from their current state of knowledge and competence to a future one that calls for more advanced skills, knowledge, and competence. It includes learning experiences that get people ready for more significant or more responsibility. Mohd, et al. (2020), stated that developmental courses improve skills through the adoption of new knowledge or abilities to increase communication capacities. Karam (2019), stated that the process by which people gain the skills, information, experience, and attitudes needed to carry out their tasks more successfully and support accomplishing organizational objectives is known as training. Imran, et al. (2014), the significant goals of training and development are to build personnel for future difficulties and

prepare them to function as effectively as possible in the current environment. Training and development initiatives educate staff members about the use of new technologies.

According to Karim (2019), performance connects inputs, outputs, results/profits, and sacrifices/efforts. When the focus is on the connection between a particular input and the final product, it's called "partial productivity." For instance, the quantity of output per worker or the number of hours per unit of product is used to gauge labor performance. Hassan, et al. (2020), to find areas where the organization lacks the requisite abilities, a skill gap analysis should be conducted as the first step towards increasing employee performance. Training measures are then put into place to close the identified skill gaps.

Haryono, et al. (2020), employees' knowledge, skills, and capabilities are positively impacted by training and development programs, which are recognized as critical methods in human resource management. This improves job performance, leading to more excellent organizational performance. Khan, et al. (2018), also discovered a positive correlation between employee performance and training, indicating that making the best

use of human resources is critical to attaining greater returns and that promptly meeting employees' needs related to their jobs is essential to the success of organizations. Finding and filling employee skill gaps via training is critical to their ability to perform well and meet company goals. According to Hussein, et al. ((2021), training significantly impacts organizational performance by improving employee performance, which makes it essential for accomplishing business goals.

According to Abdullahi, et al. (2018), implementing training programs to address performance issues, like narrowing the performance gap between expected and actual, helps enhance worker performance. According to a study done in Pakistan's telecom industry by Sultana, et al. (2012), training positively impacts staff performance. According to Falola, et al. (2014), organizations continue to increase their training budgets annually to gain a competitive edge. Training and development

is a crucial strategic tool for improving employee performance, and the data demonstrate a strong correlation between the two. Nwali, et al. (2021), the results of this study showed that employee performance and productivity are positively correlated with training and development.

### 3. SCOPE OF THE STUDY

The present study is about the impact of training and development on employee performance in the telecommunications sectors in Afghanistan. Aims to explore the intricate connections between training and development, and employee performance within the telecommunications sectors in Afghanistan. This study seeks to elucidate the multifaceted relationships and their implications. It provides valuable insights for organizational leaders, H.R. practitioners, and policymakers in optimizing training and development to enhance employee performance in this dynamic industry.

### 4. CONCEPTUAL FRAMEWORK

Independent Variable

Dependent Variable



The development of a conceptual framework for the present study takes place based on an analysis of the gap in existing studies on training and development and its impact on employee performance. This model is the fundamental concept for the present investigation to accommodate the research objectives. The present study examines the impact of training and development on employee performance in the telecommunications sectors in Afghanistan.

#### **5. RESEARCH QUESTION**

How does training and development specifically affect employee performance within the telecommunication sectors?

#### **6. OBJECTIVE OF THE STUDY**

To determine the impact of training and development on Employee performance within the telecommunication sectors.

#### **7. HYPOTHESIS**

**H<sub>0</sub>1:** There is no significant relationship between training and development and employee performance within the telecommunication sectors.

**H<sub>a</sub>1:** There is a significant relationship between training and development and

employee performance within the telecommunication sectors.

#### **8. RESEARCH METHODOLOGY**

The study employed quantitative and qualitative research techniques. A descriptive and exploratory research design was considered more appropriate for the study because of the need to determine how training and development impact on employee performance in the telecommunication sectors in Afghanistan. The study population is defined to include all employees working in the sectors. The study was limited to a sample size of 316 respondents drawn from these four telecommunication sectors in Afghanistan. The sectors are Roshan, AWCC, Etisalat, and MTN, and random sampling techniques were used to select the employees. The data was collected through the structured questionnaire, which used SPSS version 25 for the analysis. Also, the study employed descriptive, correlation, and regression analysis to analyze the collected data.

#### **9. DATA ANALYSIS AND DISCUSSION**

**Table 1. Demographic Analysis**

Variables	N/ Valid Case	Median	Std. Deviation
Gender	316	191 Male	0.489
Age	316	20 – 30 Years old	1.005
Marital status	316	199 Married	0.497
Education	316	195 Bachelor	0.802
Experience	316	108 5 – 10 Years	0.873
Income	316	21,000 to 30,000	1.066
Designation	316	126 Customer Care Agent	1.481
Organization	316	95 Etisalat	1.050

*Source: Survey Data*

The table indicates that out of 316 respondents, 192(60.4%) are male, and 136(43%) are between 20 – 30 years old. 199(62.9%) of them are married, 195(61.7%) of them have a bachelor's degree. Besides, 108(34.1%) have working

experience between 5 – 10 years, and 78(24.1%) have a monthly income between 21,000 – 30,000. 126(39.8%) have the designation of customer care agent, and 95(30%) work at Etisalat.

**Table 2.Descriptive Statistics of Variables**

Items	N	Mean	Std. Deviation
Training and Development	316	32.3070	3.87062
Employee Performance	316	26.0886	3.01400

*Source: Survey Data*

The above table shows the descriptive statistics of the variables for the present study, training and development as an independent variable and employee performance as a dependent variable. The

mean for the training and development is 32.3070, and the standard deviation is 3.87062. The mean for employee performance is 26.0886, and the standard deviation is 3.01400, respectively

## 9.1 PEARSON CORRELATION TEST

The study required establishing the relationship between the study variables: training and development and employee performance in the telecommunication

sectors in Afghanistan. The Pearson correlation test (correlation coefficients) established the relationship between variables. It should be noted that the person

correlation (r) tests the relationship between the variables and show their effects on each

other, and the table below presents the result.

**Table 3. Correlation Matrix of the Variables**

	Training and Development	Employee performance
Training and Development	1	
Employee Performance	.311**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Survey Data

The table indicates the correlation coefficient (r) value between training and development and employee performance (r = 0.311), which shows a low positive relationship between both variables. The p-value is < 0.01, which means the relationship is statistically significant. It indicates that an increase in the level of motivation can also increase the performance of employees. Hence, H<sub>a1</sub> is accepted. This suggests that total employee performance may improve for the sectors that fund successful training and development programs. Additional research on the particular elements of training and development that significantly impact performance outcomes may yield a more profound understanding of improving organizational development and human resource management practices.

## 9.2 REGRESSION ANALYSIS OF VARIABLES

**Table 4. Model Summary**

Model	R	R Square	Adjusted R Square
1	.311 <sup>a</sup>	.097	.094

a. Predictors: (Constant), Training and Development

Source: Survey Data

The regression model indicates a low positive correlation (R= 0.311) between training and development and employee performance. Adjusted R<sup>2</sup> 0.097

demonstrates that training and development explains a 9.7% variation in employee performance. Other factors not included in this model explain 90.3%. Further research

should determine the different factors that affect employee performance.

**Table 5. ANOVA<sup>a</sup>**

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	277.517	1	277.517	33.723	.000 <sup>b</sup>
	Residual	2584.002	314	8.229		
	Total	2861.519	315			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Training and Development

Source: Survey Data

The ANOVA results demonstrate a significant relationship between training and development and employee performance statistically at ( $f = 33.723$ , and  $p < 0.01$ ). The model shows a considerable amount of variance in employee performance. Also ( $R$ -squared = 0.097 indicates that for an increase in training and development

variation, there is an expected increase in the employee performance variation. Additionally, this shows the importance of adequate training and development programs to increase the overall performance of employees within the sectors.

**Table 6. Beta Coefficients**

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.254	1.359		13.435	.000
	Training and Development	.242	.042	.311	5.807	.000

a. Dependent Variable: Employee Performance

Source: Survey Data

The coefficient model shows that training and development significantly estimate employee performance, with a standard error of 1.359, the intercept of 18.254 represents the predicted average employee performance when the training and development rating is zero. This divert shows a strong standard

performance level even without targeted training efforts, and it is very significant at  $t = 13.435$  and  $p < 0.01$ . Training and development have a coefficient of 0.242, a substantial  $t$ -value of 5.807,  $p < 0.01$ , and a standard error of 0.042. This specifies a calculated increase of 0.242 units in



employee performance for every unit increase in training and development. The relationship's strength and positive direction are further shown with a standardized coefficient (Beta) of 0.311, which considers

## 10. RESULT AND DISCUSSION

The present study conducted in Afghanistan, aims to determine the impact of training and development on employee performance in the telecommunication sectors, the sectors are Roshan, Etisalat, AWCC, and ATM. The findings indicate a noteworthy and affirmative correlation between training and development and employee performance. With a p-value of less than 0.01 and a correlation coefficient of 0.311, this demonstrates statistically significant and low positive relationship between the variables. Furthermore, the finding indicates that better employee performance outcomes can be achieved by improving motivation through training and development activities and programs.

Also, the regression analysis shows that training and development explain 9.7% of the variance in employee performance and the remaining will be explained by other factors which are part of this study. On the contrary, the ANOVA results highlighted the impact of training and development on

the variable's measurement scales. These results highlighted how important it is to have training programs that work if you want to improve employee performance outcomes.

employee performance at  $f= 33.723$ , and  $p<0.01$  which supports the  $H_{a1}$  hypothesis.

Furthermore, the regression analysis of the coefficient indicates an expected increase of 0.242 units in employee performance for every unit increase in training and development. These results emphasize the value of strategically funding organizations and specific training and development initiatives that exploit employee performance and stimulate long-term organizational growth.

Also in the future, the organization ought to concentrate on identifying the accurate mechanisms of training and development initiatives that have the significant effects on performance results. This could involve adjusting training and development programs to fill in particular skill shortages, offering continuous assistance and feedback, and coordinating training goals with organizational objectives.

## CONCLUSION

The study aims to understand how training and development impact on employee performance in the telecommunication sectors in Afghanistan. The correlation analysis result indicates a positive correlation between leadership and employee performance. The result of ANOVA identifies that training and development positively impact on employee performance in the telecommunication sectors.

### Disclaimer (Artificial intelligence)

#### Option 1:

**Author(s) hereby declare that NO generative AI technologies such as Large Language Models (ChatGPT, COPILOT, etc.) and text-to-image generators have**

#### REFERENCES

Abdullahi, M. S. (2018). Effect of training and development on employee's productivity among academic staff of Kano State Polytechnic, Nigeria. *Asian People Journal (APJ)*, 1(2), 264-286.

1. Ahmad I, Manzoor S R. Effect of teamwork, employee

**been used during the writing or editing of this manuscript.**

#### Option 2:

**Author(s) hereby declare that generative AI technologies such as Large Language Models, etc. have been used during the writing or editing of manuscripts. This explanation will include the name, version, model, and source of the generative AI technology and as well as all input prompts provided to the generative AI technology**

**Details of the AI usage are given below:**

- 1.
- 2.
- 3.

empowerment and training on employee performance. *International Journal of Academic Research in Business and Social Sciences*. 2017; 7(11): 380-394.

Al Karim, R. (2019). Impact of different training and development programs on employee

- performance in Bangladesh perspective. *International Journal of Entrepreneurial Research*, 2(1), 8-14.
- Falola, H. O., Osibanjo, A. O., & Ojo, S. I. (2014). Effectiveness of training and development on employees' performance and organisation competitiveness in the Nigerian banking industry. *Bulletin of the transylvania University of Brasov. Series V: Economic Sciences*, 161-170.
- Getahun, S. M. (2018). The Effect of Training on Employees Performance: in Selected Commercial Bank of Ethiopia in Dawro Zone. *International Journal of Scientific Research in Civil Engineering*, 2(3), 30-38.
- Haryono, S., Supardi, S., & Udin, U. (2020). The effect of training and job promotion on work motivation and its implications on job performance: Evidence from Indonesia. *Management Science Letters*, 10(9), 2107-2112.
- Hassan, M. S., Mizanuzzaman, M., & Islam, K. A. (2020). The Effects of Training to the Employee Performance and Development: A Study of Fareast Islami Life Insurance Company Limited, Bangladesh. *International Journal of Business and Management Future*, 4(2), 17-40.
- Hogarh, J. K. (2012). *The effect of training on staff performance: a case study of SIC Insurance Company Limited* (Doctoral dissertation).
- Hussein, M. M., & El Badawy, T. A. (2021). Off-the-job training effectiveness: The difference between expectations and experiences of trainees. *International Journal of Business and Economics*, 6(1), 74-96.
- Imran, M., Maqbool, N., & Shafique, H. (2014). Impact of technological advancement on employee performance in banking sector. *International Journal of Human Resource Studies*, 4(1), 57-70.
- Iqbal, N., Ahmad, N., & Javaid, K. (2014). Impact of Training on Employee Performance in the context of Telecommunication

- sector of DG Khan, (Pakistan). *International Letters of Social and Humanistic Sciences* 6 (2014) 60, 73.
- Kadiresan, V., Selamat, M. H., Selladurai, S., Ramendran, C. S., & Mohamed, R. K. M. H. (2015). Performance appraisal and training and development of human resource management practices (HRM) on organizational commitment and turnover intention. *Asian Social Science*, 11(24), 162.
- Karam, A. A. (2019). The impact of training and development on different cultural employees' performance through interaction employees' motivation in Erbil public and private Banks. *Mediterranean Journal of Social Sciences*, 10(1), 193-206.
- Karim, M. M., Choudhury, M. M., & Latif, W. B. (2019). The impact of training and development on employees' performance: an analysis of quantitative data. *Noble International Journal of Business and Management Research*, 3(2), 25-33.
- Khan, F., Rasli, A. M., Yusoff, R. M., Ahmed, T., Rehman, A., & Khan, M. M. (2014). Job rotation, job performance, organizational commitment: An empirical study on bank employees. *Journal of Management info*, 3(1), 33-46.
- Maduningtias, L. (2020). The effect of working discipline and training on employee performance (at PT. Transkom Indonesia in tangerang). *PINISI Discretion Review*, 1(2), 65-72.
- Mansour, M. (2013). Evaluation of Training in Organizations: An empirical investigation from a developing country. *International journal of education and research*, 1(6), 1-12.
- Mohd, I. H., Julan, J., & Tuan Besar, T. B. H. (2020). Strategic Training and Development: The Impact on Employees' Performance. *Journal of International Business, Economics and Entrepreneurship*, 5(2), 80.
- Nwali, N., & Adekunle, M. (2021). Does Training and Development Impact the Employee

- Performance or another Ritual? *Applied Journal of Economics, Management and Social Sciences*, 2(1), 42-48.
- Odembo, S. A. (2019). Job satisfaction and Employee Performance within the Telecommunication industry in Kenya: A Case of Airtel Kenya Limited. *Journal Employee Satisfaction*, 13(7), 42-57.
- Otuko, A. H., Chege, K., & Douglas, M. (2013). Effect of training dimensions on employee's work performance: a case of mumiasSugar Company in Kaka Mega County. *International Journal of Business and Management Invention*, 2(9), 138-149.
- Sultana, A., Irum, S., Ahmed, K., & Mehmood, N. (2012). Impact of training on employee performance: A study of telecommunication sector in Pakistan. *Interdisciplinary Journal of contemporary research in business*, 4(6), 646-661.
- Taufek, F. H. M., & Mustafa, M. (2018). The effect of training and development towards employee performance: A case study in proton TanjungMalim. *Global Business and Management Research*, 10(3), 777.
- Wadhwa, S., & Kumar, M. (2019). Effect of training on employee performance: investigating Indian banking sector. *Journal of Graphic Era University*, 83-89.