

Training and Development on Employees' Performance of APM Terminal, Kingdom of Bahrain

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Abstract

It has been argued that training and development improves an organization's ability to be knowledge-intensive while enabling employees to effectively take up totally new jobs or tasks. T&D offers the organization the opportunity to better both long-term and short-term efficiency and productivity. It is a result of having the right skills to maintain increased productivity and performance. This study is a direct offshoot of this logic. The investigation is conducted at APM Terminals Bahrain involving 200 conveniently sampled rank and file employees. The study utilized a descriptive research design and adopted a questionnaire for data gathering. The results of the study showed that APM has implemented at a high-level Training and Development programs that are aligned with their objectives and strategies, with corresponding Organizational Environment and Support. The programs are also implemented at a high level at a consistent basis and are properly supported by appropriate and effective Evaluation and Feedback. In addition, the results also showed that employees of APM are performing at a good level over-all. Both competency and productivity were observed suggesting that the skills and knowledge that the employees possess were properly used in achieving the desired outcomes of the organization. Finally, the study found Training and Development has a significant influence on employee performance with alignment of strategy as the only dimension found significant at 10%.

Keywords: Alignment to Strategy, Employee Performance, Training and Development

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I. INTRODUCTION

In today's changing business environment, an organization with skillful and trained workers is an advantage. The skills and knowledge of employees in the contemporary knowledge-based society are considered a competitive advantage. In recent times, the factors that affected the business world have changed. Economic growth, knowledge economy, globalization, and technological change have formed an enormous gap in knowledge, work experience and even skills for the employees to obtain new skills for achievement of the strategic plan of the organization (Burgard, 2011). Shifting demands in the market and frequent changes in work mechanisms imply constant changes in an organization. To remain competitive in an increasingly globalized world, Sarwar, Azhar and Akhtar (2011) noted that organizations prioritize continuous learning to improve the skills and competencies of employees. Shifting demands in the market and frequent changes in work mechanisms imply constant changes in an organization. Likewise, Enriquez (2019) posited there was a need to schedule and conduct more training sessions. Like all other organizations, APM Terminals Bahrain faces constant challenges in maintaining a well capable workforce. The organization is yet to establish an empirical evidence of how their training program affects their employees' performance. The scientific approach in conducting training and development is yet to be tested in an academic and pragmatic manner. To cope with this, the organization offers a dynamic and global environment with vast personal and professional challenges to provide its employees with great opportunities for developing, growing and learning. The study aims to provide a scientific inquiry on how the current training and development implementation of APM Terminals Bahrain affect the performance of its employees

II. FRAMEWORK OF THE STUDY

This study was anchored on the HRD Evaluation Research and Measurement Model developed by Holton (1996). The model viewed a conceptual evaluation and research model that argues that the results of HRD are a function, ability, motivation and environmental impact at three levels of outcome: learning, individual and organization. Motivation is influenced by a secondary variable in the form of individual characteristics. His model suggests that learning is the primary outcome of training interventions, which helps to improve individual and organizational overall performance. This framework is based on the concept that an effective T&D system is based on effective and systematic T&D strategy planning and management.

A common issue faced by trainers is to offer a T&D course that does not apply to strategic organizational goals. Smith (2011) observed that many organizations' key strategic goal is to improve the effectiveness of their human assets by engaging in T&D that allows them to improve their bottom line. Many organizations making significant investments in training have been shown to earn more economically per employee and to have higher profits per employee. Understanding the strategic plan or goals of an organization is therefore very important

because it helps cultivate the goals of T&D proposals that fulfil its strategic goals.

In addition, Mahmoud, Salah & Abdunaser (2010) posited that the content of T&D programs may be affected by several environmental factors. Organizations are complex and are influenced by many environmental factors; therefore, these factors must be assessed before the organization and its employees decide on the T&D needs.

Kunder (2000) believed that non-alignment between the T&D objectives and their goals and objectives is one of the major causes of the failure of the T&D activities of an organization. Strategic alignment can be defined as a situation where an organization's goals and activities are in harmony with the supporting system. In this case, T&D is a way to support the strategic goals of an organization. Recently, organizations have begun to recognize the impact of aligning human resources with their strategic plan to coerce employees into training.

After the proper T&D method/s have been identified, the training will be performed. Whatever the T&D's intentions and purposes, execution must be passed out in such a way that the organization will be able to maximize the outcomes of the money, time and hard work put into it. The preservation of any project will largely depend on how skillfully it was carried out and how different groups of people were actually carried along in the organization. Management must ensure the transformation of T&D plans into actual T&D activities (Nwokeiwu, 2013).

Finally, Saks & Burke (2012) asserted that evaluation is an efficient method of determining a training program's effectiveness and facilitates choices on future training programs. Training and development initiatives are not over until the success or failure of the program is assessed and developed, even when similar programs for other companies have generated positive results in the past.

In the study of Ng'ang'a et al. (2013), it is considered that training and development was an advantage to the company. But such training is limited only for the employees.

In the study of Abeguki et al. (2014), the employees' output is affected and correlated to the training. According to Vongsakhamphouy (2018), human resource development is affected by the internal and external environments. Human resource is the essential contributor to develop the performance of the employee despite of the affecting factors in its environments. Ibok and Uwa (2018), the study is to examine the sustainable development through human resource and strategic management. And most of the data which were useful for the analysis were secondary data. Iman and Affandi (2018), competency influenced the performance of the employees which means that the more competent the employees would be the more productive. In the study of Shehadeh (2017), it is better to conduct a pre-conditioning to the participants regarding the program of training and development as part of the plan of the company to invest to their employees will be part of the strategic plan.

Kiplangat (2017), management performance and job satisfaction were associated by training and development. In fact, it has recommended further enhancement to training program. And posited by Cheema et al., (2017), the organizational performance is affected by the employee's development. And Falola et al., (2014) said the employees' performance was strongly related to the training and development. Aside from that, it has competitive advantage of the employees and beneficial to the company itself. While Sung, S. Y. and Choi, J. N. (2014), the interpersonal and organizational practices that being predicted by training and training and development are required for the improvement of the skills and knowledge of the employees of the company.

According to the Muda, Rafiki and Harahap, (2014), the performance of the employees was triggered by the motivation and job stress. The output of the employees was affected by the nature of their jobs. It is an expectation of the management that employees will be able to meet the job design. And Farrukh and Nazir (2015) the employees' performance did not rely on the supervisory approach. It is believed that the performance of the employees will develop most likely from the training but not from the supervision alone. And Folorunso, Adewale, and Abodunde (2014), the employees' performance is used by the company to measure the ability of the workers in relation to the task assigned by the management. As a result of the study, the performance of the employees was positively influenced by the dimensions of the commitment of the organization.

In the study of Figueiredo et al. (2016), it was an advantage of both, the employees who took part of the activity and at the mean time for the company where the workers rendering its service. And Bhattacharyya (2018), the retention and investment by the company on the human resource management functions, thus trained employees may able to transfer to the rival company due to the hectic competition in the market. According to the study of Fletcher, Alfes and Robinson (2016), the finding suggests that studies examining employee retention should include a wider range of work attitudes that highlight pleasant forms of affect.

Another different approach was the study by Amara and Atia, (2016). the E-Training concept would emphasize a diverse approach of training to be implemented by the human resource management. As computerized generation, E-Training programs will be useful on the human resource management.

III. OBJECTIVES

The objectives of the study are the following

1. To determine the level of implementation of Training and Development in APM Terminals Bahrain
2. To determine the level of employees' performance of APM Terminals Bahrain in
3. To determine implementation of Training and Development in APM Terminals significantly affect the

employees' performance

IV. METHODOLOGY

The study utilized a descriptive research design. The primary data were used through survey questionnaire to evaluate the effect of Training and Development Implementation and Employee Performance of APM Terminals Bahrain. The respondents of the study were the rank and file employees considering that they are the most likely recipients of the training provided by the organization. A questionnaire with reference to the works of Nwokeiwu (2013) was adopted. Considering the busy nature of the work of the employees, a quota sampling was employed. Of the 200 rank and file employees of the organization, a quota of 134 respondents was taken. The number of samples was based on a published table at Confidence Level was 95% and a precision of plus minus 5%.

V. RESULTS AND DISCUSSIONS

Table 1

Level of Implementation of Training and Development in APM Terminals Bahrain in terms of Alignment of Objectives

<i>Indicators</i>	<i>SD</i>	<i>X</i>	<i>Qualitative Interpretation</i>
1. Prior to this training, I knew how the program was supposed to affect my performance.	0.94	3.63	High
2. This training will increase my personal productivity	0.98	3.74	High
3. When I leave this training, I can't wait to get back to work to try what I learned.	0.94	3.63	High
4. I believe this training will help me do my current job better.	1.01	4.09	High
5. Successfully using this training will help me get a salary increase.	0.99	3.80	High
6. If I use this training I am more likely to be rewarded.	0.98	3.74	High
7. I knew what to expect from this training before it began.	0.96	3.69	High
Over-all	0.97	3.76	High

Table 1 shows the level of implementation of training and development in APM terminals Bahrain in terms of alignment of objectives. As what can be gleaned from the table, the over-all mean is 3.76 ($SD=0.97$) indicating high level of implementation. This would suggest that the organization has implemented at a high extent policies and procedures in training and development that addresses the objectives of the organization.

In fact, the results suggest that the employees see that the conducted trainings will help them do better in their current job (Indicator 4) and that it can even lead to help them get a salary increase (Indicator 5). The results also show that the employees feel that the trainings will increase their personal productivity (Indicator 2) and that participation of such will be properly rewarded (Indicator 6). These results show how APM uses training to both motivate and improve employees aligning them to the organizational objectives.

Burgard and Gorlitz (2011) noted that training and development are not only created to improve employee's performance but they are also implemented to motivate employees to do better in their job and strive for perfection. Outstanding Training and Development programs combine the right amount of skill building and motivation. The results suggest that in terms of aligning the trainings and development of to the goal of making employees feel supported and motivated, APM has highly done its share of such.

Table 2

Level of Implementation of Training and Development in APM Terminals Bahrain in terms of Environment

<i>Indicators</i>	<i>SD</i>	<i>X</i>	<i>Qualitative Interpretation</i>
1. I am likely to receive some recognition if I use my newly learned skills on the job.	1.01	3.97	High
2. Employees in this organization will be penalized for not using what they have learned in this training.	1.01	3.91	High
3. If I do not use new techniques taught in this training I will be reprimanded.	1.01	3.97	High
4. The resources needed to use what I learned in this training were available to me.	1.01	3.91	High
5. My colleagues appreciated my using the new skills I learned in the training.	1.01	3.97	High
6. My colleagues encouraged me to use the skills I have learned in the training	1.01	3.91	High

<i>Indicators</i>	<i>SD</i>	<i>X</i>	<i>Qualitative Interpretation</i>
7. At work, my colleagues expected me to use what I learned in the training.	1.01	4.09	High
8. My supervisor does not oppose the use of techniques I learned in the training.	1.01	4.03	High
9. My supervisor thinks I am effective when I use the techniques taught in training.	1.01	4.03	High
10. My supervisor does not criticize the training when I got back to the job.	1.01	3.97	High
11. My supervisor helped me set realistic goals for job performance based on my training.	1.01	4.09	High
Over-all	1.01	3.98	High

Table 2 shows the level of implementation of training and development in APM terminals Bahrain in terms of alignment of environment. As what can be shown from the table, the over-all mean is 3.98 with a standard deviation of 1.01 suggesting that that the organization has implemented at a high extent policies and procedures in training and development that provides the presence of Top Management support in creating structures and mechanism to implement T&D. The high standard deviation, however, may signify some degree of disagreement among the respondents.

Looking further, the results show that supervision helped in setting realistic goals for job performance based on conducted training (Indicator 11) and that the supervisors does not oppose the use of techniques employees learned in the training (Indicator 8) and that they find the new techniques learned in the training as a way to make employees effective (Indicator 9). In addition, APM also implements T&D policies which are appreciated by both colleagues and management (Indicators 1 and 5) when they use new techniques and skills learned from their recent trainings.

The results show how APM is committed in providing not only the physical environment but also the management and co-employee support to make T&D programs successful. Smith (2011) highlighted the importance of environmental support in implementing T&D programs. He posited that T&D programs should not only work in paper and writing. Actual manifestation of the commitment of management should be embodied by providing resources and support groups to assure the changes caused by the improved techniques and skills acquired by the trained employees in the workplace.

Table 3

Level of Implementation of Training and Development in APM Terminals Bahrain in terms of Alignment of Strategies

<i>Indicators</i>	<i>SD</i>	<i>X</i>	<i>Qualitative Interpretation</i>
1. Before this training, I had a good understanding of how it would fit my job-related development.	1.01	4.03	High
2. I have time to try to use this training on my job.	1.01	4.03	High
3. Trying to use this training does not take too much energy away from my other work.	1.00	4.14	High
4. I was able to try out this training on my job.	1.01	4.09	High
5. There is not too much happening at work right now for me to try to use this training.	1.01	4.03	High
6. I got the opportunities to use this training on my job.	1.00	4.14	High
7. There are systems in place that will reward me when I apply this new learning on the job.	1.00	3.86	High
Over-all	1.01	4.04	High

Table 3 shows the level of implementation of training and development in APM terminals Bahrain in terms of alignment of strategies. The results show that APM has highly implemented programs and policies in T&D that assists the organization and executing their organizational strategies. This is evidenced by the computed mean of 4.04 and a standard deviation of 1.01.

This would suggest that the training and development programs of APM are properly placed to provide competitive advantage for the organization. As Giovanni (2011) noted, good T&D programs should be anchored to the strategies of the organization and the key advantages that the organization what it to possess. This is done to keep the organization at par with competitors and at the same time ready for possible changes in the competitive market.

Looking deeper, the results even show that the employees feel that the training does not take away too much of their time in performing their work (Indicator 3) and that they have enough time to implement what they have

learned in trainings (Indicator 6). The results also showed how APM designs task and jobs that frees employees to be creative and use new skills in their current job (Indicator 5).

Table 4

Level of Implementation of Training and Development in APM Terminals Bahrain in terms of Execution

<i>Indicators</i>	<i>SD</i>	<i>X</i>	<i>Qualitative Interpretation</i>
1. The instructional aids (equipment, illustrations, etc.) used in this training are very similar to real things I use on the job.	1.00	3.86	High
2. The methods used in this training are very similar to how we do it on the job.	0.99	3.80	High
3. I like the way this training seems so much like my job.	0.99	3.80	High
4. It is clear to me that the people conducting this training understand how I will use what I learn.	0.99	3.80	High
5. The trainer(s) used lots of examples that showed me how I could use my learning on the job.	1.01	3.91	High
6. The way the trainer(s) taught the material made me feel more confident I could apply it in my job.	1.01	3.91	High
Over-all	1.00	3.85	High

Table 4 shows the level of implementation of training and development in APM terminals Bahrain in terms of alignment of executing the mentioned. As what can be shown from the table, the over-all mean is 3.85 with a standard deviation of 1.00 suggesting that that the organization has at a high level executed the initially planned T&D programs and that consistency of the implementation per agreed policies are highly exhibited.

In fact, the results show that the instructional aids (equipment, illustrations, etc.) used in this training is very similar to real things employees use on the job (Indicator 1). In addition, the trainer(s) used lots of examples that showed me how employees could use their learning on the job and that the material made employees feel more confident that they could apply these in their respective jobs (Indicators 5 and 6).

The importance of execution in training and development can never be understated (Sarwar, Azhar, and Akhtar, 2011). The consistency of execution allows management to build trust and confident among trainees as it elicits the image of an entity worthy of social support and loyalty. The results show how APM values such aspect in training and development in the aim of building networks of trust and loyalty between management and employees.

Table 5

Level of Implementation of Training and Development in APM Terminals Bahrain in terms of Evaluation and Feedback

<i>Indicators</i>	<i>SD</i>	<i>X</i>	<i>Qualitative Interpretation</i>
1. I regularly get a feedback for the development of my performance	1.00	3.86	High
2. Trainings are properly evaluated in this organization	0.99	3.80	High
3. My supervisor met with me regularly to work on problems I am having in trying to use the training.	0.99	3.80	High
4. My supervisor met with me to discuss ways to apply learning on the job.	0.99	3.80	High
Over-all	1.01	3.97	High

Table 5 presents the level of implementation of training and development in APM terminals Bahrain in terms of Evaluation and Feedback. Evaluation and Feedback provides the necessary mechanism to check whether the implemented T&D program is appropriate. In the said area, the results show that APM highly implements such mechanism as evidenced by the high over-all mean of 3.97 ($SD=1.01$).

In fact, the results show that there is a regular feedback for the employees' developments after trainings are conducted (Indicator 1). Mahmoud and colleagues (2010) argued that training and development programs can only be successful if proper feedback is religiously done. They insisted that feedback together with monitoring is the area in T&D that links all activities under the program. It provides the proper information not only to further improve the employees but the entire program itself. The results clearly manifest the level of commitment that APM is doing in making sure that they can continuously improve their T&D programs.

Table 6
 Level of Performance in terms of Competence

<i>Indicators</i>	<i>SD</i>	<i>X</i>	<i>Qualitative Interpretation</i>
1. One of my joys is that I have mastered the skills necessary to performance well in your current job.	1.00	4.14	Good
2. I am confident of my ability to carry out my main tasks in the workplace.	1.01	4.09	Good
3. I am capable of performing my various job requirements.	1.01	4.03	Good
4. The T&D you received prepared you well for your current job.	0.99	4.20	Good
5. I am content with the level of my skills and knowledge development to perform well as an employee of this organization.	0.96	4.31	Very Good
6. My ability to succeed at my work is generally good as any employee in this organization.	0.94	4.37	Very Good
Over-all	1.00	4.15	Good

Table 6 exhibits the level of performance of the employees in terms of competence. As what can be seen from the table, the over-all mean is 4.15 with a standard deviation of 1.00. This implies that the employees of APM currently possess the knowledge and skill necessary in performing their respective jobs.

Looking further, the results show that one of employees' joys is that they have mastered the skills necessary to perform well in their current job (Indicator 1) and that their ability to succeed at their work is generally good as any employee in the organization (Indicator 6). This shows a seemingly universal observation as the responses also suggest that employees are contented with the level of skills and knowledge development to perform well as an employee of the organization (Indicator 5).

Table 7
 Level of Performance in terms of Productivity

<i>Indicators</i>	<i>SD</i>	<i>X</i>	<i>Qualitative Interpretation</i>
1. I can accomplish my task better now than in the previous years.	1.01	4.09	Good
2. The objectives with which I was appointed as NRC worker have satisfactorily been fulfilled.	1.01	3.97	Good
3. My ability to performance better at work has generally been enhanced.	1.01	3.91	Good
4. In general, my work performance has increased in recent times.	1.00	4.14	Good
5. My past poor working relationship with other NRC employees have adversely affected my work environment.	0.99	4.20	Good
6. Training and development programmes I received have helped me performed my job much better in my organization.	0.98	4.26	Very Good
7. As an employee of NRC I would say my performance in the last one year of my service was encouraging.	0.99	4.20	Good
8. I have previously been inundated with complaints regarding my performance.	0.96	4.31	Very Good
Over-all	1.00	4.14	Good

In addition to competence, Table 7 shows the level of performance of the employees in terms of productivity. While competence measure the level of knowledge and skill necessary in performing their respective jobs, productivity complements the measurement by gauging the ability of the employee to achieve the expected output. As the data shows, the computed over-all mean is 4.14 (SD=1.00) suggesting that not only that employees of APM possess the necessary skills and knowledge to perform their job, they also uses the same in order for them to achieve outputs and or results expected of them.

Table 4.8 shows that over-all, the employees in APM are both competent and productivity. This sends a message that the skills and knowledge that the employees possess were properly used in achieving the desired outcomes of the organization.

Table 8
 Over-all Level of Performance

<i>Indicators</i>	<i>SD</i>	<i>X</i>	<i>Qualitative Interpretation</i>
1. Over-all Competence	1.00	4.15	Good
2. Over-all Productivity	1.00	4.14	Good
Over-all	1.00	4.15	Good

The above results beg the question whether the training programs of APM the main actors in were driving both competence and productivity up. Obisi (2011) observed that most organization leave out the careful analysis of the effect of training to employee performance despite the obvious fact that such analysis justifies the substantial

investment in the said policies. Such analysis will be answered in the next research question.

Table 9

Analysis of the Influence the Implementation of Training and Development on Employees' Performance

REGRESSION STATISTICS					
Multiple R		0.7754			
R Square		0.6012			
Adjusted R Square		0.5324			
Standard Error		0.5807			
Observations					
ANALYSIS of VARIANCE					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	5	14.7417	2.9483	8.7429	3.8E-05**
Residual	29	9.7796	0.3372		
Total	34	24.5213			

**significant at 0.01

Table 9 shows the analysis of the test for significant influence of training and development implementation on over-all employee performance. As the table shows, the computed F value of 8.74 is statistically significant at 0.01 ($p < 0.01$). Thus, the results confirm that the level of training and development significantly influence employees over-all performance. In fact, the adjusted R shows that around 53% in the variation in over-all performance is explained by the level of training and development. This confirms the study of Smith (2011), among others, that shows the importance of properly executing training and development in improving the capability of the employees to perform their respective roles in achieving organizational objectives.

In fact, the same author argues that not unless there is a clear path that traces employee's performance to the implemented training and development programs conducted by the organization, any investment of the latter will be justified. The case of APM shows tremendous evidence of the importance of consistent and highly implemented T&D to improving the performance of the employees.

Table 10

Regression Coefficients

	<i>Coefficients</i>	<i>SE</i>	<i>t Stat</i>	<i>P-value</i>
Intercept	1.0141	0.5117	1.9819	0.0570
Alignment of Objectives	0.1267	0.1895	0.6688	0.5089
Org. Environment and Support	-0.1412	0.2701	-0.5229	0.6050
Alignment of Strategies	0.6233	0.3092	2.0161	0.0531*
Execution	0.0022	0.2583	0.0084	0.9933
Evaluation and Feedback	0.1768	0.2016	0.8772	0.3876

*significant at 0.10

However, table 10 breaks down each of the dimensions of T&D implementation to employee performance. This is presented to highlight some key areas for improvement or emphasis in the case of the subject organization. Looking at the table, only T&D programs under alignment of strategies are found significant in influencing employee performance when holding all other variables constant ($p = 0.0531$) at a 10% confidence level.

Saks and Burke (2012) observed that not all areas in Training and Development may equally contribute to the aim of improving employee performance. They explained that the varying extent of implementation may have caused such observation, but this should not be confused with non-consistency of implementation. Thus, the extent to which the organization implements varying policies may have resulted to the comparison of each at least in the perspective of the trainees. Nonetheless, the results clearly affirm that APM has designed, implemented and monitored at a high-level policies and programs in T&D that result to better over-all employee performance.

Table 11

Summary of Hypotheses Test Results

Hypotheses	Decision
Ho1: The over-all level of implementation of Training and Development does not significantly affect employee performance.	Reject
Ho2: Alignment of Objectives does not significantly affect employee performance.	Accept
Ho3: Alignment of Objectives does not significantly affect employee performance.	Reject
Ho4: Organizational Environment and Support does not significantly affect employee performance.	Accept
Ho5: Strategies for participation does not significantly affect employee performance.	Accept
Ho6: Execution does not significantly affect employee performance.	Accept
Ho7: Evaluation and Feedback does not significantly affect employee performance.	Accept

VI. CONCLUSIONS

After careful analysis of the findings of the study, the researcher derived two very important conclusions. First, the study concludes that the over-all level of implementation of T&D significantly influences employees' over-all performance measured in terms of productivity and competency.

Second, the study found that among all dimensions of T&D, only alignment of strategies was found significant at 10% level of significance. This highlights the importance of assuring that all conducted training and development programs should be understood by the employees in terms of how it will help them contribute to providing a competitive advantage to the organization.

VII. RECOMMENDATION

This study recognizes the value of the findings to its beneficiaries. Based on the analysis and conclusions, the researcher recommends the following;

APM Terminals Management should continue to improve its current training and development programs. As the results of the study shows varying levels of implementation, management should strive to improve some areas or dimension specifically those policies and activities that involve the alignment of training to organizational objectives. Despite rated high, this dimension was rated lowest in relation to other thrusts. The improvement may be done by involving more employees especially in the rank and file in the planning of training and development. Review may be done on how Training and Needs analysis results were utilized in the crafting of the organization's training and development plan. In addition, the Human Resource Department of the organization may want to continue aligning their current objectives and current T&D programs as some misalignment may occur due to the varying implementation periods of strategy and company T&D programs.

In addition, HR practitioners and Teachers should utilize in practice and in teaching, respectively, the use of dimensions of T&D programs in reaping its full benefit. The consistency of implementation of different confounding T&D activities may have serious implications on the success of over-all program. Saks and Burke (2012) already noted that such variation may not indicate non implementation but may cause some confusion in the part of policy and program implementers and recipients alike. Such knowledge is important for HR practitioners to be cautious in designing and implementing T&D programs consistent with the nature of the organization and at the same time worthy of discussion for teachers in the academic paradigm.

Moreover, employees of APM Terminals should take advantage of the existing T&D policies of the organization as it has not only proven to improve competencies but also productivity. The study also showed some evidence of the ability of effective T&D programs to establish trust and loyalty among members of the organization. Such aspect would bring about better conditions to the employees. Thus, it is recommended that they further participate not only in the actual training but equally so in the design and feedback of the entire policy and program.

Finally, future research should be conducted in looking at other aspects of the construct understudy. Future researchers may want to look at other effects of T&D such as loyalty and company culture. In addition, further investigation is warranted on the varying influence of each of the T&D dimensions to employee performance. Such investigation may shed light in the question on justification of training activities cost to the organization. Actual performance also may be better indicator of output rather than perceived performance as utilized by this study.

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