



Impact of Training on Da Afghanistan Bank Employee's performance

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Abstract

This study investigates how employees of Da Afghanistan Bank (DAB), Afghanistan's central bank, are affected by training. 100 participants, both male, and female, with different levels of education—including Ph.D. s, Master, and bachelor's degrees—answered the study's questionnaire in the central office. The abilities and caliber of an organization's human capital play a significant role in its achievement in today's competitive world. Better employee performance results from a training program that is properly implemented. Every company should work to improve the caliber of its workforce because it directly affects the growth and development of the company. What role does an organization's human capital play in achieving success in the highly competitive world of today? Better employee performance results from a training program that is properly implemented. Every organization should work to improve the caliber of its workforce because this has a direct bearing on the advancement and enhancement of the organization.

Purposes

The purpose of this study is to determine and expression into the effects and influences of the training program on the efficiency and performance of Da Afghanistan Bank (DAB) employees. This paper will be helpful for the training and development department of the human resources department of the central bank.

Design/Methodologies/Approach

The research methodologies used in the study are under the following headings: sample and sampling technique, data collection procedure, questionnaire, and scope and limitations of the study. Male and female managers, as well as operational managers from Da Afghanistan Bank's central office, are included in the sample. Gathering the necessary information and data for the purpose of research in order to uncover new things, prove or test old hypotheses, and solve any problem; gives us an idea of what methods/processes the researcher will use in his/her research to achieve research objectives.

Findings

While an organization realizes that there is a need for expansion in the job or to bring changes in the type and model of working, at that time training and development become more inevitable for them. It may happen oftentimes that an organization embarks on job enlargement and enrichment to promote employee morale, satisfaction, commitment, and motivation but in fact, the real key to better performance in an organization is its human capital the more knowledgeable and skilled employee can lead the organization in a better position because of their capacity development. We can feel the importance of this study because in the contemporary world, most organizations are striving to gain a competitive edge and there is no possibility without increasing employee's competencies, capabilities, skills and etc. through adequate training designs. However, the result of the current study is useful for management in order to recognize the challenging effects of employee training on organizational performance, hence identifying the areas and weaknesses where improvement can come through conducting training and development programs.

Practical/ implementations

The outcomes of this study support the Employees' experience of banking sectors and indication how banking sectors and supervisors of Da Afghanistan Bank can significantly Employee performance, which in fit improves banking performance.

Originality/Value

Though there is an improved significance of Employee performance in banking sectors, there is a lack of research that examines the allowing factors and outcomes of Employee performance practices. The present study is one of the first studies to ascertain the relationship between internal job knowledge, skills, morale, Enhancement, and training on employee performance. This is one of the initial research studies that not only empirically examines the interrelationships among these variables but also enlightens insights into the current literature by instantaneous investigation of the mediating role of Training.

Key Words: DAB employee performance, central bank Da Afghanistan bank, Development program, will train employees.

Papers Types: Research Papers

1. Introductions

The focal objective of this study is to identify the key training elements that influence employees' improved job performance. The performance of a job can be improved by a variety of factors, such as higher pay or non-cash rewards like higher education. The objective is to develop a worker's management abilities as well as his or her technical and interpersonal skills. The primary sources used to compile the paper's data were questionnaires and surveys. The results of the data analysis using statistical software were used to determine how training and development affected employee performance. There are two factors. Training and Development (**Dependent**) and Performance of Employees (**Independent**). An efficient training program launch and an effective training need assessment (**TNA**) can help to advance the DAB objectives, putting it in a better position to assess the skills of its employees and guide them appropriately. This study focuses on employee performance in an organization—where workers are now referred to as essential vital resources.

The following research questions are proposed for the study based on identified gaps.

RQ1.What types of training initiatives does the Da Afghanistan Bank (DAB) offer?

RQ2.What is the relationship between training and employee performance?

RQ3.What are the training and development programs' primary goals?

RQ4.Do DAB training and development initiatives achieve their goals?

RQ5.Do DAB training curricula satisfy staff needs?

2. Literature Review /Hypotheses developments

The primary focus of training programs is to deal with the acquisition of knowledge, skills, and practices. Training and development are typically one of the most important aspects of developing human resources that can enhance and develop community and individual performance at all organizational levels. [Iftikharullah Ghani et al., 2022](#); [Azizm Momamand \(2020\)](#); [Easterby-Smith \(1999\)](#); Organizations are now voluntarily working on the process of enhancing one's capacity for action and becoming specific with organizational learning while working toward collective development ([Shamshaed 2019 and Iftikharullah Ghani et al., 2020](#)). The idea of organizational learning emerged as a key component of the earlier idea that earlier learning supports were focused on its cotheirrcial significance and lacked working knowledge of the learning process. Educating and developing Programs are put in place to instruct staff members on how to carry out their current and future tasks more efficiently. [2020 Michael Armstrong Mwita \(2020\) \(2020\)](#) The performance of human resources will eventually completely increase the performance of the organization, according to [Azizm Momamand et al., \(2021\)](#). ([Iftikharullah Ghani et al., 2020](#); [Shamshaed 2019, 2019](#)) Performance is a key, multifaceted concept that seeks to achieve results and is closely related to each organization's strategic goals ([Mwita, 2020](#)). Each organization must carefully plan its training programs before implementing them to ensure that the training is beneficial ([Michael Armstrong, 2020](#)). The need of organizational employees should be taken into account when designing each program ([Ginsberg, 1997](#)). Despite the fact that training design is useless, resources and time are wasted. ([2014](#)) [Tsaour and Lin \(Iftikharullah Ghani et al., 2020a and Shamshaed et al., 2018a\)](#) in a very positive way, on-the-job training paves the way for employees to acquire the practical knowledge necessary for their jobs ([Deming, 1982 & Gamble and Huang, 2018, Iftikharullah Ghani 2022](#)). A

worker's values are firmly influenced by their cultural, social, and family background as well as their prior experiences when it comes to normative obligation. We can say that all of these are exogenous to this study, which instead focuses on the influence of human resources management interferences on employees' commitment to an organization after they join, particularly training programs. Research on the advantages of high organizational commitment levels has been done in-depth (Gamble and Huang, 2018 et al., Momamand Aziz (2022)). Programs for training and development, training design, delivery methods, and on-the-job training are four of the most advantageous and crucial aspects on which organizational studies should be concentrated. The emphasis of the four significant bold points describes how each training program affects organizations. It follows that these four factors—Training and Development, On-the-Job Training, Training Design, and Training Delivery Style—have the greatest impact on organizational performance, which raises organizational performance as a whole (Furqan Ahmad Khan, 2021 Ghani et al 2022a). The return on investment is also impacted by the resource allocation for training (Shamshaed 2019 & Richard Cha22.1ng Associates, INC 2022).

2.1 Employee Performance

Employee performance is the performing, running, presenting, and functioning of the employees at the exact time at the organization Azizm Momamand et al., (2021). (Iftikharullah Ghani et al., 2020; Shamshaed 2019, 2019) Which measures how well an employee has accomplished the assigned task which is allocated to him against accepted standards that are used by the organization. On the other side, accepting the organization's ethics or code of conduct and coded ethics involves how to deal with the rest of the employees and how to make relationship and maintain it. (Shamshaed 2019 and Iftikharullah Ghani et al., 2020). Employee performance contains all functioning and demonstration of the workforce in the organization. That shows how an employee is able to successfully do his/her submitted job and tasks and the other side in which they can provide their function in the way which can be seen in the effective way needed for the betterment of the organization. (Deming, 1982 & Gamble and Huang, 2018, Iftikharullah Ghani 2022).

2.2 Training

2.3 Job Knowledge

The Pearson correlation coefficient is **0.299**, indicating a weak yet favorable association between job knowledge and employee performance in DAB. On the other hand, because the significant threshold is less than **0.05**, we can reject our null hypothesis and accept the alternative.

2.4 Skills

According to the stated value, the Pearson correlation value is **0.357**, indicating a positive but weak association between competence and employee performance in this study, with a significant level of **0.000**, which is less than **0.05**. Finally, we can demonstrate that competence has a large impact on employee performance while rejecting the null hypothesis and accepting the alternative hypothesis.

2.5 Morale

Moral impact on employee performance has a Pearson correlation value of **0.48**, indicating a positive association between these two variables, and its **0.000** significant value suggests a highly significant relationship between these two. As a result, we may reject our null hypothesis and support our alternative hypothesis, which underlined the importance of training on employee performance on DAB.

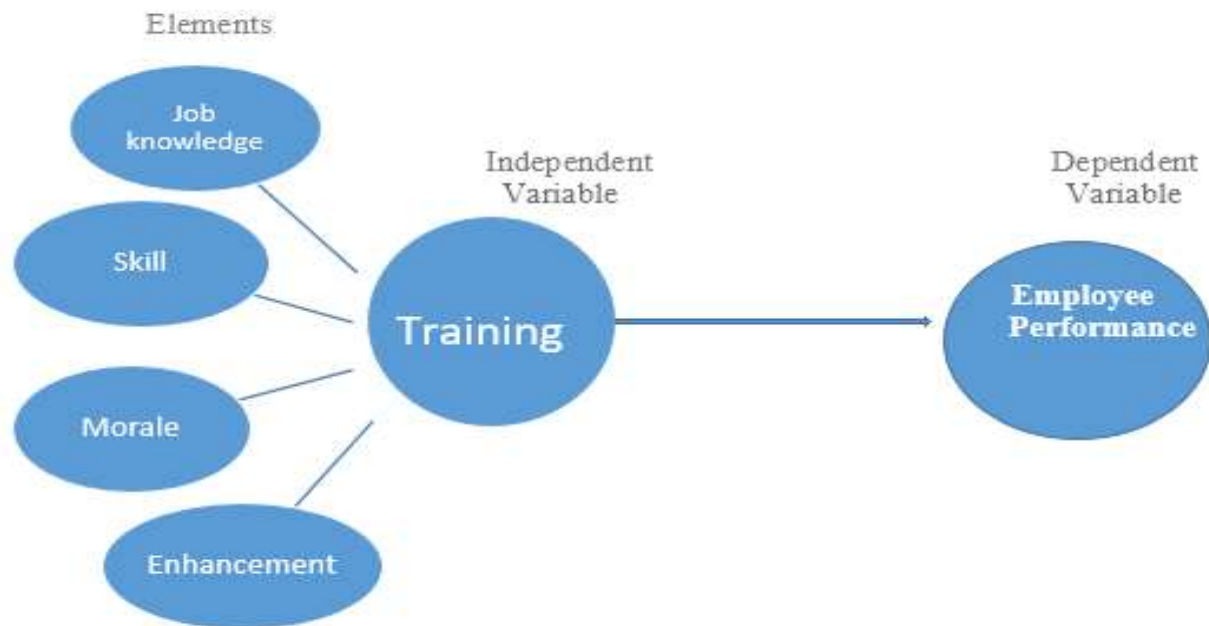
2.6 Enhancement

The Pearson correlation value is **0.269**, indicating a positive but weak relationship with employee performance, and the significant level is **0.007**, which is less than **0.05**, indicating that we have evidence to reject our null hypothesis and that there is a significant relationship between these two variables.

Research Methodologies

Data and procedure to ascertain the direct and configurationally paths from JB, enablers, and JB Training processes to EP, the research setting was the banking sector. As Banking organizations probably have a broader spectrum of JB strategies, they place a greater emphasis on Training (Donate and de Pablo, 2015). In addition, Banking organizations from technology-intensive industries require a different training approach from non-knowledge organizations, and the role of leadership and HR management should be distinctive and supportive of JB processes (Yahya and Goh, 2002). Data were collected from DABS workers through personal visits. A total of 100 participants, both male, and female, with different levels of education—including Ph.D

.s, Master, and bachelor's degrees—answered the study's questionnaire in the central office. The questionnaire used a seven-point Likert scale from “1” referring to “strongly disagree” to “7” referring to “strongly agree”.



Reliability Test

The reliability test is intended to demonstrate that measurements are error-free and produce consistent results from one administration of the scales to the next. (Shamshaed 2019 & Richard Cha22.1ng Associates, INC 2022). The table below is provided to determine the dependability of this investigation.

Reliability Statistics

Cronbach's Alpha	N of Items
.783	25

Table 1.1 Reliability Statistics

Based on the calculations above, we discovered that the Cronbach Alpha value for the impact of training and development for Da Afghanistan Bank employees is 78%, indicating that training consistency with performance is 78%. Above 70% Cronbach Alpha in research is considered acceptable, and our finding is greater than 70%, indicating that our study is reputable.

Background to the study:

Da Afghanistan Bank (DAB), which has a special department/section for capacity development, with the help of the Swedish embassy, DAB succeeded to open the training center on February 9, 2005. The goal of this training facility is to improve employees' abilities to carry out their tasks and responsibilities more effectively.

Relevance of the study

This study helps the Afghan Bank recognize the significance of training and development programs. Organized and well-trained employees help expand the organization's performance, so the reason could be to contribute to the economy. These organizations will also be able to expand and hire more people, which will help reduce unemployment.

The Significance of the Research

The need for training and development increases for an organization when it recognizes the need for job expansion or to introduce changes to the type and model of working. In order to increase employee morale, satisfaction, commitment, and motivation, it may happen frequently that an organization invests in job expansion and enrichment. However, the real secret to better performance in an organization is its human capital, as more knowledgeable and skilled employees can lead the organization to a better position due to their capacity development. We can appreciate the significance of this study because, in the modern world, the majority of organizations are working to gain a competitive edge, which is impossible without raising employees through suitable training designs, competencies, capabilities, skills, and other things. The findings of the current study, however, are helpful for management in recognizing the challenging effects of employee training on organizational performance, thus identifying the areas and weaknesses where improvement can come from carrying out training and development programs.

Objectives of the study

1. Assess the efficiency of such training and development programs.
2. Notice if the current training program influenced employee performance.
3. Assess the impact of Training and development in terms boost up the morale of the employees

3.2 Sample and Sampling Technique

Sampling is the process of choosing a certain number of individuals to represent a community from a given group (Sekran, 2004). The population of this study consists of central office employees of Da Afghanistan Bank (DAB), including both male and female employees, managers, and operational level employees, as well as employees with higher and semi-higher educational backgrounds. Over 100 questionnaires were distributed to DAB in order to gather data for the study, and 100 of them were returned, yielding a sample return rate of roughly 98%. In that instance, 98 of the 100 randomly chosen sample members responded to the questionnaire, indicating that the sampling technique currently in use is survey-based research, in which sample members must be chosen from a population. I chose the sample in such a way a method where the probability of each population unit being selected is unknowable.

The Likert 5 Rating Scale was used to create the survey, with 1 denoting "strongly agree," 2 "agree," 3 "neutral," 4 "disagree," and 5 denoting "strongly disagree." SPSS was used to analyze the data and determine how the main factor—"The effect of training on the performance of DAB employees"—was impacted by the other factors.

Reliability Test

The reliability test is intended to demonstrate that measurements are error-free and produce consistent results from one administration of the scales to the next. The table below is provided to determine the dependability of this investigation.

Reliability Statistics

Cronbach's Alpha	N of Items
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Table 4 2 Reliability Statistics

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4.5 Model Summary

Model Summary

Model	R	Adjusted R Square	Std. Error of the Estimate	Change Statistics			Sig. F Change	
				R Square Change	F Change	df1		df2
1	.580 ^a	.336	.37662	.336	12.029	4	95	.000

a. Predictors: (Constant), Morale, Enhancement, Job Knowledge, Skills

b. Dependent: Employee performance

Table 4 3 Model Summary

Interpretation:

We used a regression analysis to examine the impact of training aspects such as morale, enhancement, job knowledge, and skill on employee performance at Da Afghanistan Bank. The model summary shows that the R square is .580, indicating that training and development, which is held on (DAB) and includes Morale, Enhancement, Job knowledge, and Skill, is responsible for 58% of the change in employee performance. The remaining 42% are the other elements influencing Da Afghanistan Bank employees' performance. This is not one of the characteristics listed in our study, and we made no account for the other factors. According to the adjusted R square, 30.8% of the

independent variables influence employee performance (DAB). This means that the independent variable has a 30.8% effect on the dependable variable. Other factors are influencing the remaining 69.2%. So, based on regression analysis, we have enough evidence to reject our null hypothesis, which states that training has no effect on DAB employee performance, and accept our alternative hypothesis, which states that training does have an effect on DAB employee performance.

4.6 Anova:

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.825	4	1.706	12.029	.000 ^b
	Residual	13.475	95	.142		
	Total	20.300	99			

Table 4 4 Anova

a. Dependent Variable: Performance

c. Predictors: (Constant), Morale, Enhancement, Job Knowledge, Skills

Interpretation:

The following table displays the findings of an analysis of variance (ANOVA) on Morale, Enhancement, Job Knowledge, and Skills versus employee performance at Da Afghanistan Bank. The aforementioned result shows a significant value of .000, which is less than 0.05, indicating that there is a statistically significant association between training and development and staff performance in Da Afghanistan Bank's central office in Kabul.

Finally, the ANOVA is less than 0.05, indicating that independent variables significantly explain variances in the dependent variable.

4.7 Coefficients:

Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	.219	.254		.863	.390
	Enhancement	.182	.081	.191	2.243	.027
	Jobknwol	.120	.106	.104	1.136	.259
	Skills	.190	.087	.200	2.178	.032
	Morale	.327	.076	.379	4.296	.000

Table 4 5 Coefficients

a. Dependent Variable: Performance

Interpretation:

The coefficients table discusses the influence of the independent variable on the dependent variable. We may deduce from the coefficient table above that the larger the absolute value of B0 (Standardized Coefficients Beta), the better the independent variable predicts the dependent variable.

Correlations

		Enhancement	Job knowledge	Skills	Morale	Performance
Enhancement	Pearson Correlation	1	.184	.076	.113	.269**
	Sig. (2-tailed)		.068	.450	.261	.007
	N	100	100	100	100	100
Job knowledge	Pearson Correlation	.184	1	.357**	.234*	.299**
	Sig. (2-tailed)	.068		.000	.019	.002
	N	100	100	100	100	100
Skills	Pearson Correlation	.076	.357**	1	.279**	.357**
	Sig. (2-tailed)	.450	.000		.005	.000
	N	100	100	100	100	100
Morale	Pearson Correlation	.113	.234*	.279**	1	.481**
	Sig. (2-tailed)	.261	.019	.005		.000
	N	100	100	100	100	100
Performance	Pearson Correlation	.269**	.299**	.357**	.481**	1
	Sig. (2-tailed)	.007	.002	.000	.000	
	N	100	100	100	100	100

Table 4.6 Correlation

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

* . Correlation is significant at the 0.05 level (2-tailed).

Because the values are less than 0.05, the preceding table of Coefficients implies that Training and Development have a substantial effect on employee performance at Da Afghanistan Bank.

Employee enhancement, Job Knowledge, Skill, and Morale exhibit positive coefficients in the table above, meaning that these independent variables positively affect employee performance at Da Afghanistan Bank. Assuming that all

independent variables are held constant at zero (0), employee performance at Da Afghanistan Bank central office will be 0.219. The study's findings also show that p-values of = (0.027) for Employee enhancement, (0.259) for Job knowledge, (0.032) for Skill, and (.000) for Morale are less than 0.05, indicating that there is a significant effect and the relationship between training and development and employee performance in Da Afghanistan bank.

4.8 Correlation:

Correlation is a bivariate study that assesses the strength of association and the direction of the relationship between two variables. The correlation coefficient ranges between +1 and -1 in terms of link strength. If the value approaches 0, it suggests a weak relationship, if the value is within +, it indicates strength, and a - sign indicates a negative relationship.

Interpretation:

We reviewed the meaning and definition of correlation above, and we discovered that correlation shows how strongly two viable are related to each other. And assesses the degree to which two variable motions are related to one another. The correlation range is -1.0 to +1.0. The closer r is to +1, the more closely connected the variables are. According to the correlation table, staff enhancement is 26% related to employee performance. Other trustworthy variables in the research include job knowledge (29%), skills (35%), and morale (48%), all of which are related to the dependable variable "Employee Performance" in Da Afghanistan Bank.

Enhancement The Pearson correlation value is 0.269, indicating a positive but weak relationship with employee performance, and the significant level is 0.007, which is less than 0.05, indicating that we have evidence to reject our null hypothesis and that there is a significant relationship between these two variables.

Job Knowledge The Pearson correlation coefficient is 0.299, indicating a weak yet favorable association between job knowledge and employee performance in DAB. On the other hand, because the significant threshold is less than 0.05, we can reject our null hypothesis and accept the alternative.

Skill According to the stated value, the Pearson correlation value is 0.357, indicating a positive but weak association between competence and employee performance in this study, with a significant level of 0.000, which is less than 0.05. Finally, we can demonstrate that competence has a large impact on employee performance while rejecting the null hypothesis and accepting the alternative hypothesis.

Moral impact on employee performance has a Pearson correlation value of 0.48, indicating a positive association between these two variables, and its 0.000 significant value suggests a highly significant relationship between these two. As a result, we may reject our null hypothesis and support our alternative hypothesis, which underlined the importance of training on employee performance on DAB.

4.9 Descriptive Statistics:

Descriptive statistics reflect the fundamental characteristics of the data in the study and can provide sample summaries about the supplied simple and measures. They are the foundation of almost every quantitative data analysis, along with simple graphical analysis.

Descriptive Statistics

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Enhancement	100	.293	.241	-.570	.478
Job Knowledge	100	-.060	.241	-.614	.478
Skills	100	.381	.241	-.295	.478
Morale	100	.049	.241	-.220	.478
Performance	100	.280	.241	.245	.478
Valid N (list-wise)	100				

Table 4 7 *Descriptive Statistics*

Interpretation:

Descriptive statistics are statistics that provide information about a dataset. A descriptive statistic is one that measures the distribution and normalcy. Skewness and kurtosis are two measures of descriptive statistics.

4.9.1 Skewness:

All variables, including staff enhancement (29%), skills (38%), morale (49%), and performance (28%), are less than 50% according to the aforementioned descriptive statistics, demonstrating the data's extremely symmetrical distribution. The distribution is highly symmetrical if job knowledge has a -6% value, which is almost entirely negative (Flat). The left side of the distribution's tail is longer or fatter than the right side's tail, as shown by a score of -6%. The median and mean are greater than the mode.

4.9.2 Kurtosis:

The kurtosis score for Employee Performance in this study is closer to 0, which indicates that the data is more evenly distributed. The score is more evenly distributed the higher the value of the Kurtosis.

The distribution is a compliment because employee augmentation, job knowledge, skills, and morale are all less than zero.

Conclusion:

We learned the value and status of training and development for the Da Afghanistan Bank, as well as the significance of competing in this difficult world, based on the training we provided. The results of this study indicate that training and development are fundamentally linked to employee performance, with Da Afghanistan Bank ultimately benefiting because Da Afghanistan Bank is the only end user of such employees (DAB). Because we discussed the training factor, which has a direct impact on employee performance, that DAB should keep in mind during training and how to deliver it to their employees so that they can perform, this study will help DAB understand the importance and need for training and development for its employees at various levels. The assigned task is more effective. Nowadays, with a focus on administrative management, Human Resource Development (HRD) plays a more significant role in managing an organization, including the effects of HRD on innovation, "new ways of working principles" for working relationships, and enhancing employees' capabilities. DAB also uses such mentioned activities to achieve such mentioned activities in contracts with various global central banks and other national and international financial institutions to train employees. DAB has knowledgeable staff to carry out its assigned tasks because it recognizes the value of training and development in getting skilled and capable individuals to accept challenges and perform better. DAB employees are given these opportunities for training and development to help them have a better career life and advance to more senior positions within the company while working at DAB. Because of this, most workers believe that training and development have a positive effect on DAB and that organizational effectiveness is closely related to training and development. On the other hand, as DAB is aware, employees are the main resource and asset of any company, and with the right training, they would outperform those who are unskilled and untrained. The main finding of the study is that training and development have a direct impact on employee productivity and performance at the Afghan Bank. In addition to emphasizing the value of growth and training, this study highlights the performance gaps among each employee (DAB). As a wealthy businessman, The Afghanistan Bank seeks to It should use training as a tool to keep up with the changing organizational environment in order to maintain a competitive advantage in its national and international environments since it is in charge of the central bank. Better employee performance results from the implementation of training programs effectively. This article looked at the significance and value of training as well as its associated elements as factors affecting how well Afghanistan Bank employees perform. The scholar developed and recognized various elements of training, such as employee enhancement, job knowledge, skill, and morale as independent variables and employee performance, based on prior research on training and job performance. This questionnaire survey was given to more than 100 DAB employees at various managerial levels as we found using calculations and the SPSS software, as dependent variables.

The majority of thinkers hold the beliefs that it is very difficult for an employee to work well at the job place without any pre-training and that trained employees perform better than untrained employees, so if we focus on scholars' ideas, we may find their views more coherent and relevant to this study. As demonstrated by a recent study on the Afghanistan Bank, training and development improve overall organizational performance in order

to increase employee performance. Training and development have a big impact on how well an organization performs. The effectiveness of employees is positively impacted by each of the training components mentioned above. Finally, it improves the organization's overall performance. We can assert that on-the-job training is incredibly effective because the majority of DAB training takes place there, as well as time and money. On-the-job training, training design, and delivery style are additional factors that affect employee performance when conducting training; all of these factors have a favorable and direct impact on organizational success. This demonstrates that the current study highlights the significant effects of training and development on the Afghanistan Bank's central office, and as a result, the organization's performance as a whole is improving. But our conclusions based on the final model showed that DAB's investment in its training and development program, as well as the availability of training, all have a significant impact on workers' performance at work. The study's results provide management with knowledge of the essential elements to include in training programs to increase worker productivity at the Afghanistan Bank. Spending on training. Our research's conclusions demonstrate how important it is to invest in training and development. The more money Afghan banks put into their training initiatives, the better equipped their staff will be to handle any difficulties or changes in policy. The ability of the banks to solve problems increases with staff productivity. This supports the positive and significant relationship between training expenditure and worker performance. In this study, the key factors that influence employee performance and staff growth at the Afghan Bank were found. This article also discusses the importance of employee development initiatives, the benefits of investing in human resources, and the challenges associated with employee development in DAB. The current debate develops a suggested model that clarifies the connection between Employee performance variables and employee development variables (employee enhancement, skill, job knowledge, and morale) as well as their effects on employee performance, which in turn affects organizational effectiveness, are discussed.