

**T.C.  
ISTANBUL AYDIN UNIVERSITY  
INSTITUTE OF SOCIAL SCIENCES**



**IMPACT OF TRAINING PROGRAMS ON EMPLOYEES' PERFORMANCE:  
A CASE STUDY ON AFGHANISTAN'S TELECOMMUNICATION  
COMPANIES**

**MBA THESIS**

**Ahmad Mujtaba AHMADI**

**Department of Business  
Business Administration Program**

**Thesis Advisor: Dr. Özge EREN**

**April, 2019**

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T.C.  
İSTANBUL AYDIN ÜNİVERSİTESİ  
SOSYAL BİLİMLER ENSTİTÜSÜ MÜDÜRLÜĞÜ



YÜKSEK LİSANS TEZ ONAY FORMU

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## **FOREWORD**

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## **ABBREVIATIONS**

<b>ADP</b>	: Afghan Development Programs
<b>AGFI</b>	: Adjusted Goodness of Fit Index
<b>AVE</b>	: Average Variance Extracted
<b>ASV</b>	: Average Shared Squared
<b>AWCC</b>	: Afghan Wireless Communication Company
<b>CFA</b>	: Confirmatory Factor Analysis
<b>CFI</b>	: Comparison Fit Index
<b>E</b>	: Employee
<b>HR</b>	: Human Resource
<b>KMO</b>	: Kaiser Meyer Olkin
<b>L &amp; D</b>	: Learning and Development
<b>LISREL</b>	: Linear Structural Relations
<b>MHRM</b>	: Micro Human Resource Management
<b>MTNA</b>	: Mobile Telephone Network Afghanistan
<b>NFI</b>	: Normed Fit Index
<b>P</b>	: Productivity
<b>RMSEA</b>	: Root Mean Square
<b>SBU</b>	: Strategic Business Unit
<b>SEM</b>	: Structural Equation Modeling
<b>SPSS</b>	: Statistical Package for Social Sciences
<b>SME</b>	: Small Medium Enterprise
<b>TD</b>	: Training & Development
<b>TLI</b>	: Tucker Lewis index
<b>R</b>	: Revenue

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# **IMPACT OF TRAINING PROGRAMS ON EMPLOYEES' PERFORMANCE: A CASE STUDY ON AFGHANISTAN'S TELECOMMUNICATION COMPANIES**

## **ABSTRACT**

Employees are playing the major role in any organization. as they are the assets of the company, thus the company's success depending on the employees activeness and their performance. As it is obvious that the company or the organization must invest on effective training on their employees in order to grow up the job performance. The Human Resource Management is the research area, which conducted many research and surveys especially on the factors of training and developing programs on Employees performance.

The purpose of this study is to investigate and measure the effects of training programs on Employees performance in Afghanistan's Telecommunication Companies as a case study. Four objectives were developed in order to understand the study aim.

This study is based on four case studies of the biggest Telecommunication companies, which currently they are operating in Afghanistan. A quantitative research was implemented which the data are collected through the questionnaires by approaching 18 questions targeting 500(12.2%) populations of employees, which the responses received from 61 respondents with in those four companies employees'. As a result, to findings the resourceful and active Human Resource Managers with respect to the decision makers of the Telecom companies.

With respect to Training and development results with optimal utilization of resources in a company or organization. There is no wastage of resources, which may cause extra expenses. Accidents are also reduced during working. All the machines and resources are used economically, reducing expenditure.

**Keywords:** *Employee, Productivity, Training, Development programs, Performance, Evaluation*

# ÇALIŞANLARIN PERFORMANSINA EĞİTİM PROGRAMLARININ ETKİSİ: AFGANİSTAN TELEKOMÜNİKASYON ŞİRKETLERİ ÜZERİNE BİR ÇALIŞMA

## ÖZET

Şirketlerin en önemli değerlerinden biri olan insan varlığına yani çalışanlarına uygulanacak etkili bir eğitim yatırımı yapması gerek şirketin başarısı gerekse de iş performansı açısından oldukça önemlidir. İnsan Kaynakları Yönetimi, özellikle çalışanların performansı konusunda eğitim programları ve geliştirme faktörleri üzerine birçok araştırma ve anket yürüten araştırma alanıdır.

Bu çalışmanın amacı, Afganistan'ın telekomünikasyon şirketlerinde eğitim programlarının çalışanların performansına etkilerini araştırmak ve ölçmektir. Çalışma amacını gerçekleştirebilmek için 4 temel hipotez kurgulanmıştır. Bu çalışma, şu anda Afganistan'da faaliyet gösteren en büyük dört telekomünikasyon şirketi üzerinde yapılmıştır. Nicel araştırmada, toplamda yaklaşık 500 kişilik çalışanın 61'ine (%12) sorulan 18 soru ile hem demografik hem de ölçek soruları sorularak performans değerlendirilmesi gerçekleştirilmiştir. Çalışanların eğitimi ve gelişimine yapılan yatırım; bir şirket veya kuruluşta kaynakların optimum kullanımı ile sonuçlanır. Ek maliyetlere neden olabileceği düşünülen eğitimler aslında bir açıdan ıleri dönem kaynak israfını onler

**Anahtar Kelimeler:** *Çalışan, Verimlilik, Eğitim, Geliştirme programları, Performans, Değerlendirme*

# **1. INTRODUCTION**

## **1.1 Background of the Study**

Micro Human Resource Management (MHRM) consists of substitute operations of Human Resource rules and exercises (Mahoney and Deckop, 1986). These are clustered in to two main branches. The major category of sub function is dealt with organizing or managing the individuals and the minor category areas are defined as hiring/recruitment, selection, induction, performance and appraisal, training and development and the compensation.

Manager discipline that is no longer in place. The discussions that led us in the (1980s) and (1990s) were related to emergence of terminology in the field of HRM (Human Resource Management), how it may differ from its prototype, employees management, or how it may endanger trade unions and production relations, has created "more significant problems".

The effect of human resources (HR) on organizational performance and employee involvement in their work"(Legge 2005: 221). This early discussion plays a significant role in our understanding of the subject, but they no longer engage literature.

To function effectively for any company, initially it's require to have budgets to accommodate itself, which the importance are ready money, resources, goods, tools, concepts about the facilities or products to provide those who could use the results, and eventually people who are Human Resource (HR) to manage the enterprise. One of the main areas of the human resource management (HRM) function, which is particularly important for the effective use of human resources, and that, is training. Few today will oppose the importance of training programs as an important factor in the success of the organization. Employees are as essential, but exclusive resource. In order to support economic evolution and effective work, it is important to improve employees' contributions to the goals and tasks of organizations.

The importance of training programs as a central management role has long been known. The only involvement of the manager is to give other vision and ability to accomplish. Training is compulsory to provide a sufficient number of technically and socially proficient staff capable of career development to specialized departments or management posts. Hence, there is a constant need for a staff development process, and training is a significant part of this process. Training should therefore be seen as a vital part of the overall quality management process. With respect to the recognition of the significance of training in latest years has been greatly influenced by increased competition and the relative success of organizations that place a strong emphasis on investment in employee development.

Welford's (1968, 1976) emphasized on how the movements are gathered and synchronized the practice of performance and skilled conditions at different levels. The training that makes easy the achievement and transfer of skill. Fitts and colleagues (Fitts et al. 1961; Fitts and Posner 1967) developed a three-level structure for the acquisition of skills, including (i) the cognitive stage of understanding, the environment of the task and how to implement it.

The degree in which, if any, influences human resource management (HRM) on organizational performance, arises as a central research problem in personnel / HRM sector (Gerhart, 1996; Guest, 1997 for reviews) however the initial results show that some human resources practitioners can have a positive impact on the effectiveness of the organization, most scientists believe that more conceptual and empirical work is needed (Brewster, 2004; Cardon and Stevens, 2004; Givord and Maurin, 2004; Zhu, 2004). Although for the meantime the most valuable asset in an organization reflects Human Resource (HR), does not matter only for a few organizations (Pfeffer, 1998, Wimbush, 2005).

There is also a change in the kind of skills and services that are at the heart of progress activities. (Hallier & Butts, 1999) such as defining a change in attention in technical skills for the increase of personal skills, self-management and relationships. Finally, while the attention on the improvement of existing effort remains extraordinary, there is growing stress on development, which is also focused on the forthcoming. These deviations replicate the changes that we have already discussed in terms of global battle, rapid and permanent changes and the

need for people to improve their ability to work in an progressively unsafe world.

Companies or Firms add that technological improvement and organizational alterations have in a gradual manner guided some bosses of companies to realize that success depends on the skills and capabilities of their employees, and that means significant and sustainable investment in training and development. Various organizations respond to their training needs in a special and casual way. Training programs in such organizations is more or less unexpected and disorganized. However, other organizations begin to identify their educational needs and then rationally develop and implement training activities and finally evaluate the learning outcomes.

The case study aims to research the impact of training and development programs on Employees' performance in Afghanistan telecommunications companies. Thus Telecommunication is the only sector, which has grown so fast since late 2000's among other sectors in Afghanistan. It has been observed that in very short period there has been various changes occurred in telecom sector with respect to the technological requirements, services coverage, business strategies, network quality and coverage facilities and escalating competition among each company that caused in cumulative demand for well-trained personnel.

Consequently, the current case study dedicated on effect of training development programs on employees' performance. For productivity, revolution and competitiveness of the company, the most important component is the knowledge and skills of the workforce. If an organization wants to remain modest, it must continually improve and receive training and development programs in the workplace. The rapid growth of technology and organizational modification helps employers to understand that success requires improving staff skills and abilities, as well as continuous investment in training and development. Training is the organized achievement and expansion of knowledge, boldness and skills. . Employees must be trained to perform an adequate task or task and improve productivity in a work environment.

## **1.2 Problem Statement**

Training and development is a particular course of action intended to achieve a result through which employees adopt the ability to carry out their work and that is an essential portion of in the least effective business.

Training and development is related to work and maintenance of employees. Moreover, staff won't be able to understand the full potency of themselves, and a advanced level of performance cannot be accomplished if staffs are not well qualified. In a poor or unsatisfactory manner, trained workers will ultimately lead to reduced productivity and will lead to expensive mistakes.(Desseler, 2013).

In general, training affects the competitiveness of the organization, income and productivity. Unluckily, the time when the budget of economy falls down or while incomes fall, various Firms or organizations initially pursue to cut the resources on their training and development programs. Particularly in Afghanistan overall in general organizations does not devote much to spend on training and development programs.

## **1.3 Significance of the Case Study**

Training and development programs are crucial to the accomplishments of an organization. Conceivably its most optimistic advantage is the better staff and employees. The organization association develops potential of an employee, Portion of the way the firm or company contribute to the progress or growth of improvement is by training programs. Every so often good training is just as essential as a good one-worker benefit platform, and this study will stimulate the organizations in both sectors (Governmental and non-governmental agencies) in Afghanistan to organize training development programs for their employees, that will support them to recognize, and settled the training programs efficiently.

## **1.4 Objective of Study**

The precise objectives are estimated as follow:

- Investigate the effectiveness of organized training and capacity building programs by Afghanistan's Telecommunication companies for their staff and employees of their organizations.
- To classify the size of employee gaps with-in Afghanistan's Telecommunication companies.
- To investigate how Telecommunication companies inside Afghanistan explore about the size of gaps of its workers with-in the organizations.
- To navigate regarding the weaknesses of the training development programs that is arranged by Afghanistan's Telecommunication companies.
- Lastly To suggest good courses of actions.

### **1.5 Research Questions**

- What is the impact of organizational training programs on organization productivity and effectiveness?
- What role the organizational training programs plays on employee's job satisfaction and employees turn over?
- Do organizations in Afghanistan give importance to employee's trainings programs?

### **1.6 Hypothesis**

H<sub>0</sub>= Through Training and Development of Employees there is negative increase in overall productivity of the company.

H<sub>1</sub>= Through Training and Development of Employees there is positive increase in overall productivity of the company.

H<sub>0</sub>= Training and Development Program has no impact on Employees' job satisfaction in the organization

H<sub>1</sub>= Training and Development Program has impact on Employees' job satisfaction in the organization.

$H_0$ = Training and Development programs have no effect on Revenue of the Company.

$H_1$ = Training and Development Programs have affect on Revenue of the Company.

### **1.7 Scheme of Case Study**

The pattern of this case study is containing of five individual chapters and each chapter is supplementary divided in to sub-headings. Below illustrated briefly is the research scheme:

#### **Chapter 1:**

The initial chapter is introduction part, which focuses precisely on the states of case study, and starts with background material information about the problem under exploration. The introduction chapter will provide brief summary of literature part with the research relevant to the problem, also it will head towards the statement of problem.

#### **Chapter 2:**

The second chapter will deliver the person who reads with wide ranging assessment of the literature relevant to the problem under exploration. The literature review will highly elaborate based on the introduction portion, which is presented in chapter 1. The literature review chapter may provide details about theories and models related to the problem, and with historical summary of the problem, the current tendencies which the problem and significance of research that the information distributed regarding that.

#### **Chapter 3:**

Chapter 3 is elaborated and emphasizes on the methods, which are discussed in chapter 2 (literature review) part also the collection of data for this study. Usually this chapter initiates with a restatement of the research problem and includes associated hypotheses or research questions. This chapter, which is major section of the thesis, it includes all the methods, which the researcher will use to permit replications of the case study.

#### **Chapter 4:**

Chapter 4 represents the results and findings based on the analysis, which the researcher implemented in this case study. This chapter may start with an introduction (similar to all chapters), and it includes restatement of the hypotheses and research questions.

Chapter 5:

In general, this chapter is the summary of introduction part, with problem statement and hypothesis/research questions. In addition, it includes the summary for all the chapters, literature review, methodology, findings and contains the brief summary of case study and findings. The conclusion is strained from findings, a discussion, and recommendations of for the further study will be enlighten.

### **1.8 Nature of the Study**

Basically the nature of this study is evocative (descriptive), assumed in order to describe the features of the impacts of training development programs on employee's performance over all in general on Afghanistan's Telecommunication Sectors, whether they are Private or Public companies.

The survey and interview took place with HR and Learning Development departments, also the questionnaires were distributed to them to check their perspective and what they outcome from their perspectives.

As the interview was conducted with four different Telecommunication companies such as, Afghan Telecom (AFTEL/SALAAM), Afghan Wireless (AWCC), MTN and Etisalat Afghanistan, and all these mentioned Telecommunication companies are big companies, and some of them are having share-stock with Afghan Government with rate of (20%) and some of them are non-governmental / Private( Multinational) companies.

The Survey, which was conducted on those named companies, indicates that, Training and Development programs are carried out in Afghanistan Telecom Sectors in a broad manner, and this has influences over their benefits and customer perceived value, also Telecommunication sectors are grown gradually in Afghanistan, in compression to other sectors. Training and development has

been facilitated in each company in order to grown their employees' knowledge and work skills.

We will also see about the 500 (12%) targeted employees and the responses from 50-61 sample Employees, which are filled online by the employees of all four telecom companies. Later you can refer to the findings and analysis result in upcoming further studies.

## **2. LITERATURE REVIEW**

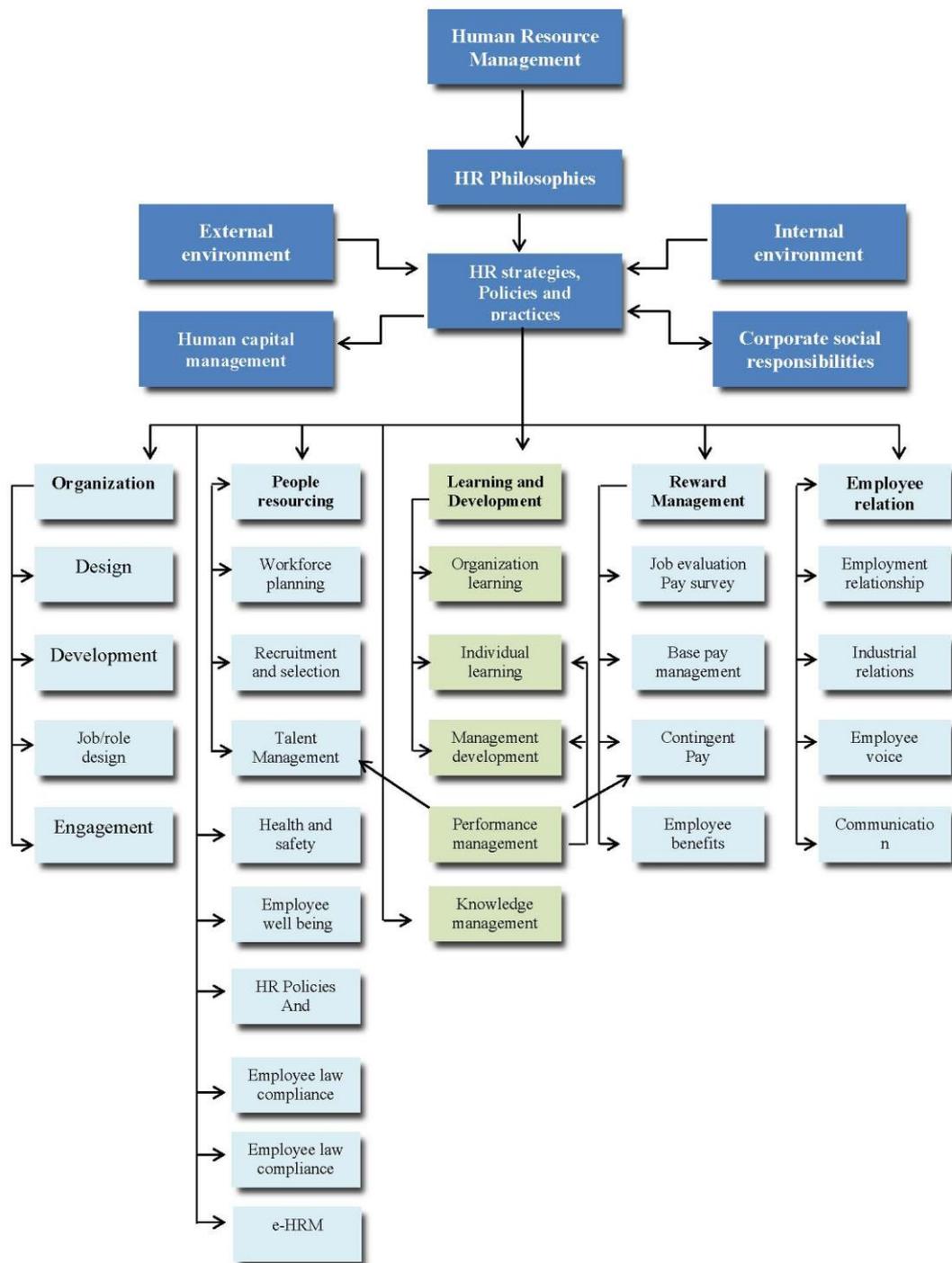
### **2.1 Human Resource Management**

Human Resources Management is the process of attainment, training, evaluation and compensation of employees, participation in business related tasks, security and health safety. The discussion in this topic will give you the conception of methods and techniques which are needed to conduct the Employees or “people” expression of job management.

A research study by a source, Incomes Data Services (IDS, 2010) discovered that statistically the median number of Human Resource (HR) employees in organizations was 14. However in Small and medium-sized-enterprises (SME) companies the number of staff were (1-499) and with median number of 3.5. Moreover, in those companies that the numbers of employees were 500 or above that, the HR employees were 20.

Although the resulting model looks more, like the average percentage of employees to HR staff is 62:1; it was 95: 1 for big employers. in general, the total ratio was 80:1, In IRS 2011, it was found that the average ratio is based on the roles and responsibilities of HR, and HR specialists were 83: 1.

In Fig 2.1 all the conceptual and framework of Human Resource



**Figure 2.1: HRM system**

**Source:** Michael Armstrong 's hand book of human resource management (HRM)

## **2.2 Training and Development**

Training is way which organization gives the way of development with greater quality of current and fresh recruited employees. Learning and development is seen as a systematic approach that develops individuality, group and organization Khawaja & Nadeem (2013) (Goldstein & Ford, 2002). For this reason, this is a sequence of actions initiated by an organization that provides the acquisition of awareness or expertise for developing commitments. Thus, it contributes to the prosperity and effectiveness of human capital, organization and society at the same time.

Training and Development of Employee demonstrates with the operations that are pointing to the new knowledge for purpose of developing and growing skills and carrier building to the development of employees. Thus it's is becoming an increasingly critical and strategic obligation for organizations in terms of meantime's situation of business environment (Sherry-lynn 2007) by Abdul Hameed De (2011).

Training and Development initially have to cope with the acquisition of achieving, knowing that in every organization's development whether its technological based relevant to telecommunication sector, or other private and government sector, it's certain that how, methods and executes. It is certain that one of the essentials of human resource management (HRM) is Training an development program, that is willingly as it can rise performance at distinct, organizational stages and mutual administrative levels. In the course of developing one's capability in order to act, administrations and organizations are currently gradually fetching precise with structural organizational learning and therefore combined development. Organizational learning and development, on the other flank, denotes to the effective way to practice this issue, infer that and answer to both external and internal info of a mainly obvious nature.

As per (Easterby-Smith1999), the occurrence of the idea of organizational training is vital on before idea that preceding supports of learning are have a tendency to its profitable importance and are deficient of experiential material information on the occasion of training processes.

Tactically, the organizational training development, that mostly creates use of training and development as one of the numerous reactions, copes with achievement of thoughtful, expertise, methods and practices.

Those that are knowledgeable intangible assets can be interpreted into an organizational supply through the people that obtain, achieve or it can be stated as utilized like to the accomplishment of the organization comprehensive training and development program (Armstrong, 2006).in this form its also stated that Training and development are deliberate learning skills which teaches workers how to accomplish existing and future jobs more efficiently. (Sims, 2002) highlights that training attentions on current careers while development makes employees for likely their upcoming jobs. Essentially, the aim of training and development program is to help the organization's general objectives.

After observing and finalizing skill and expertise breach is now a critical area of human resource development for organizations to constantly gain access to the market. Having Skills breach actually has influences over the productivity and effectiveness both in organizational and operational levels. In some of the task, this needs that human resource management (HRM) specialists should start the farming of the workforce of employees from the hiring era. Nevertheless, this is not stress-free way of thinking that there are exact works that need some of the customization of expertise and that not all newly recruited staffs get public skills aside from the elementary on job skills. The escalation and addressing of problems should be done accordingly and this needs to be utilized after observing the shortage of skills by HR professionals by developing the programs (Sims, 2006).

Therefore, creating an organization for the presence and survival of modern organizations is essential. As a result, companies invest in domestic subscribers or employees to use human capital management. It is important to create a property that requires human resource professionals to develop a strategy that provides the highest level of knowledge, skills and experience in the workforce and also to make assure of such strategies. Learning operations or Education activities should include additional skills and development work, as well as strengthening and promoting development. Unrelenting education that specifically suggests today's financial resources from the corporation and helps

them find their skills, also instructs the organization to invest on human resource management's learning and development department to makeover their competences in the organization (Sims, 2006).

The objective and main purpose from staff point of view is to adopt knowledge and skills then perform the job, also to obtain promotion and have improved carrier.

Certainly, learning and development training programs are beneficial for carrier changes and having better atmosphere for working environment this has role in private and specialized achievements of staffs. this can be an opportunity as Learning can be clear as knowledge gotten by self- study, skill, or both the experience and self-study; Knowledge, skills, competences, attitudes and ideas that are retained and used; Or behavior change through experience , this is an art ( Maycunich 2000). Senge (1990) considers that learning is less likely to get information; more precisely this is the process that will increase the possibilities.

When it comes to the learning part, it is all about structuring and creating the size or capacity in which before it could not be created. Despite the fact of having various differences individually if the learner or trainee is learning new features and skill and gaining the knowledge in a provided subject. The chance of practice should be given to the person, in what he has been trained for. After that the training has been completed, its necessary to do the practice which is more important.(Sims 1990). Practice has two sides Active practice and over learning practice. The first part, Active-Practice shows that the learner and the trainee use to do the task frequently or maybe the trainee can use that knowledge as its being learned. (E.L Thorndike 1905).

In the second aspect of practice over learning learner or trainee have the chance to perform the practice way beyond the opinion and its defined as 'second nature'.

Training development that is not only beneficial for the development of the organization self, but its highly useful for the individual or the employee, as its certain that, training is the trainee is not useful unless it has implementation realistic, this is defined the most important among five applications in which

has influences and impacts for the other four applications. From one aspect Training and development empowers the credibility of profit and point in a affirmative manner towards the destination of profit and credibility alignment, more over the work knowledge and skills, also it has influences on the manpower, the company's self-esteem, also the company's specific goal to be identified. (Sims,1990).

On the other side, training and development program is helping staffs and employees in achieving good plan and decisions to find solution for problems effectively, also by the help of training and development they can be encourage achieving for self-development and self-assurance. In order to handle stress, depression, frustration, and other delusions. This affects employees in a negative manner. Improving employees to move forward towards job satisfaction and personal future demands or goals, by developing communication patterns, skills (Sims, 1990).

It has been explained in research system by (Gay, Mills and Airasian 2009) that in the quantitative technique and research that is occasion that provides occasion of collecting data and communicating with research participants and analyses them, then initiate with achieving the concept from standpoints of participants. And when it comes to the qualitative research, it's not providing any decision of assumption based on conclusion in advance but it look upon that, since it's a technical methodology management of sciences research. (Taylor, 1998).

### **2.3 The Impact of Training on Employee's Performance**

Employee performance: is well-defined as the consequence or involvement of employees to make them accomplish goals (Herbert, John & Lee 2000) although performance can be used to determine what an organization has achieved in terms of process, the consequences are, feasibility and success Development Program.

Afshan et al. (2012) explained about entirety of cost and speed that determine the performance of the specific tasks, measured by the specified or identified standards, The efficiency of the system can be reflected in the productive

process, the simple and innovative technologies, in the field of highly motivated employees.

For any organization to develop, training and development has its own implications and plays a role in improving performance in order to improve efficiency, and finally place companies in higher positions to compete among other firms. The main difference between a firm or Organization that educates and trains its employees' and versus the organization which don't (April, 2010). the training raises and brings up a new and professional and well-trained specialist employee who conducts with efforts the activities and works efficiently and sustainably.(Gordon, 1992). This explains that there is a positive relative between training program and performance.

The positive effects of training, the increase in the productivity and knowledge of the personnel by capitalizing the training facilities, the ability to understand the main currents and competencies provided by the training, as well as the employees and partners such as the Quality of Service (QoS) for shareholders.(Evans and Lindsay, 1999).

Training should have relevancy to money, job satisfaction, recruitment etc. It should be related to the factors, depending on a more qualified trainee and better-organized, systematically learned professionally acquired factors, this is implication for each trainee's demand area (Flippo, 1976). There are four fundamentals for learning; Motivation comes first. latter is Cue requirement.

The trainee can acknowledge the relevant indicators (cues) and connect them with in demand answers through training. The answer goes third. The training must immediately be accompanied by positive support so that the trainee can feel the answer.

The last or fourth review is the information that the student receives and indicates as his/her answer. This answer should be given as soon as possible to ensure successful cognitive process of acquiring skill or knowledge.(Leslie, 1990).

it's also defined that Performance can be as the achieving the task that determines precision or specific rightness , completeness, cost and speed of that employees perform their efforts. It's also carried out in contract between

employee and employer, employment contract, In accordance with the employment contract execution is considered the performance of the obligation performed by the contractor from all obligations under the contract. Since training is a way of improving each single employees' performance in accordance with efficiency and effectiveness, that are integral apart of productivity besides competitiveness (Cooke,2000).

Kenney et al., (1992) mentioned that the worker's activity is evaluated according to the performance criteria established by the Firm or organization. Good performance defines that employees are in good health appointed for assignments. In every organization and firm, here are some prospects from the workers with respect to their individual performance. so whenever they accomplish up to the set criteria and encounter organizational expectations they are supposed good performers. presentation and functioning of workers is also called as employee performance.

That is also referred to as the performance management and presentation of the tasks of employees who reflect the desired nature of the organization. Although much is recognized about the educational economy in the advanced world, researches of training matters are rarely seen in underdeveloped countries.

This is more likely that, organizations always determine to provide trainings on the field based on the employees' needs; however, those organizations, which provide off job training programs, there were less likely to obtain on the field or on job trainings in compare to those who receives on job trainings, and this is how it works.

Although at the same time, there was a mutually corresponding relationship between casual training and development from work or unemployment. It has not been established that income differences are not related to different types of education. More likely receiving informal training or casual training held on the-job or off-the-job. Nothing like in established countries, training in Afghanistan is often aimed at eliminating skills deficiencies rather than improving productivity training of employees.

There is usually a relevancy between the staff's performance and the training, which is provided to the worker of a Firm or organization. In addition, it has

positive impacts for the benefits of employees and the firm, because it is taking performance over the development of employees' knowledge, skill attitudes, compilations, manpower, and other characteristics of employees.

Something which is clear that training program shows a necessity part in the expansion of the organization, in boosting productivity and improving productivity, and eventually in transforming Firms into the finest position to stay competitive and stay on topmost. It is now obvious that, there is various differences between the organization, which dully abstract on its employees to build infrastructure to provide them training or those organizations which does not. Those organizations, which they make efforts in facilitating trainings for their employees, they gain more profits specially the capitalist (shareholders), because they will utilize and provide the best service to their customers and partners.

#### **2.4 Impact of Training on Salary of Employees**

In Oligopolistic workers markets, labors are paid salaries under their marginal product, hence employees and workers inducement to invest most desirable in receiving common training, but sometimes, the training will grow in addition by the firm, whose inducement to invest are greater. (Acemoglu and Pischke 1999) , (Stevens 1996) and (Booth, Francesconi, and Zoega ,2002). The circumstances under that the pressure on workers wages related with poor labor markets is likely to growth the motivation for firms to invest general or transferred training programs. With this perspective wage, smoothing suggests that productivity after training increases in the speed of training program at a quicker rate than wages. In addition, by definition, the firm's profits are in a certain range, which is pre-defined by the management of organization.

However, the amount of education provided in the balance is not optimal from a community standpoint. Different studies on the effect of education on salary have found different results. As per another study, shown that the Human capital education affects salary increase positively because education has the potential to increase labor productivity (Becker, 1964). There is a compensation system in every Organization which is apart of Human resource management, When an organization analyzes the importance of training and development, and

rewards its newly trained worker, then the manpower will be motivated to transfer these skills, this has an impact on the organization.

When Employee's motivation develops, there are chances to be given them the expected rewards which the transformation of training takes place effectively this is an expected theory (Vroom,1964). Training program itself is classified obsessed by various types, i.e: onthe job-training which is certain training on-field training and the other one is known as off-job training or casual training, this is informal training and cope with trainings outside of job criteria. On-the-job training is compound in the increase of wages and compensations. (Lillard and Tan, 1992 and Lynch, 1992; Bowers and Swaim, 1994, and Hill 2001).

Off Job Employee Training does not have impacts on wages increment and compensation. (Lynch, 1992 and Veum, 1995).the effect of salary increment in on –the-job training is approximately achieved by raise of 12% to 15 % but raise and effect of salary for off-the-job salary is around 2 % to 8% (Mincer, 1996). The casual training's wages increment is defined to approximately 2 % (Bowers and Swaim, 1994). In other side in industrial divisions, the enhancement, which is predicted for salary due to the job training, is around 0.9% (Xiao, 2001). Wages are expected to be increased due to the job training when the employee is observed to be a current active employee.

In cases of changes of Bosses, the former work on training program will not have any positive changes in earnings. (Booth, 1993 and Lynch, 1992). Its also said that There is a link between increased mentoring and coaching staff and wages. (Tergeist and Ok, 2003). Although the manpower that is not attending any training program, won't have the occasion to benefit from increase in salary. The training of the labor force greatly increases the earnings of mothers deprived of women and underdeveloped men; more studies, instructions and coaching are analyzing whether new employees have a significant impact on wages. (Smith, Heckman and Lalonde, 1999).

## **2.5 Impact of Salary on Employee Performance**

Wages and Salary is seen as a significant decisive influence in increasing worker productivity and, as shown, affects employees' decision to leave or stay

in the organization. (Kline & Hsieh, 2007). Performance-based payments have an effective connection with performance developments. Every staff wants to earn more, so they make their efforts in producing likely more units. Being motive and generating more creativity with efforts by employees can be stimulated by "Performance based Payments". Due to the Performance based payments the workers who having capacity or ability gain more money than regular workers do (Lazear, 1999).

In the studies carried out by different companies, it was seen that the production of the system increased with the change of the daily quota from the monthly wage. Meaning that that enhanced salaries are a straight influence on the worker that is directly affecting on salary of employees.

There was increased in activity of employees most importantly when there was changes in the salary pay system from motivational influenced based payment (Lazear, 2000). There is a bonus offered from management to increase in capability and outcome from the employees (Bandiera et al., 2005).

With regard to senior management positions, managers often emphasize the need to attract and retain capable employees through moving from the slice rate to pay. The main goal of this movement is to preserve an well-organized labor force by providing more bonuses (Bandiera et al. , 2007).

Those employees that work in the bases of monthly payment system, they dont motivate and show full interest on their developments in producing the products, while the labor force used in the fixed-rate system usually shows increased productivity, while the workforce used in the fixed-rate system usually shows typical increase in productivity of products (Metcalf and Fernie , 1999). In practice, there isn't straight link between wages and efficiency, since employees are paid after a certain period of certain time. There are employees which simply trying to reach their goals and are willing to make extra efforts due to the fact they want to be measured good guides in terms of the administration (Kleiner, 2005).

Decent work should be a capacity building for career improvement. incase an employee has good results in his or her Firm / organization, formerly there is possibility of a huge chance that this employee will be attracted to another

attractive organization and offer him a beautiful package in his organization. Eventually employees can receive extra offer and payments through this Hold back to a later time payments, and additional payments like benefits and grants, the chances for the contract renewal can be leaded by having good performance.

The income security to the employees can be provided by salary. Salary or wages can offer revenue security to the employees. In short-term, results-oriented contracts for the performance, there is no wage element, in this case, employers pay according to the system of payment for time and piece-rate payment. Productivity can be improved by making healthy race among employees. by performing this action, workers are getting interested in order for their ability (Pendleton et al, 2009).

## **2.6 Employee Training and Employee Productivity**

The training was irreplaceable for improving the efficiency and productivity of firms or organizations. This not only improves the skills of employees, but also allows them to learn practically their work and work more knowledgeably. Therefore, the increase is not only the productivity of the employees but it has effect over the productivity of the organizations.

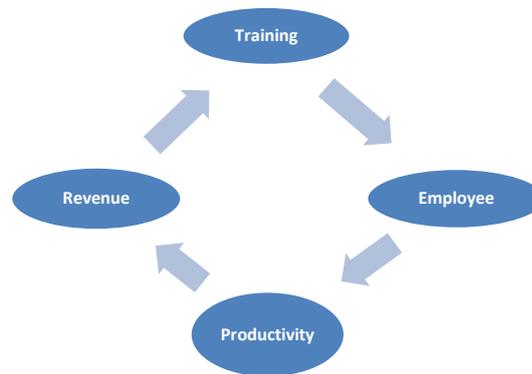
Different studies shows that, there is positive effect of training and develeopement programs on the employees' productivity. Learning as a process is one of the most common methods for increasing individual productivity and transferring organizational goals to staff. (Ekaterini & Constantinos- Vasilios, 2009).

that investment in employee training in decision-making, teamwork, problem-solving, and interpersonal relationships has a beneficial effect on organizations 'growth rates and also has an impact on employees' productivity.

Rohan & Madhumita (2012). that investment in employee training in administrative, teamwork, finding resolution, and relational relationships among the personal has a positive advantage and effect on organizations ' development rates and also has an impact on employees' productivity.

Training reflects employee behavior and work skills, leading to increased employee productivity, as well as helpful deviations (Hughes & Satterfield, 2007). For motivation and maintaining high quality training is the most operative way in human resource management HRM.(Kate Hutchings, Cherrie J.Zhu, Brain K, Cooper, Yiming Zhang & Sijun Shao, 2009). It's also appointed by (Lowry, Simon & Kimberley 2002), development of employee potentials and employee commitments can be increased depending on the training which shall be facilitated to the employee. (Konings & Vanormelingen (2009),Colombo & Stanca 2008) and (Sepulveda 2005).

Training is a tool that primarily affects the successful achievement of the goals and objectives of organizations. The optimal goal of any organization, however, is to generate high incomes and maximize profits and a vital tool for delivering this efficient and effective staff. Therefore, the workforce is efficient and effective only if it is provided with adequate training and development and, consequently, increased productivity.



**Figure 2.2:** Employee Training and Employee Productivity: Relationship cycle

**Source:** Rohan & Madhumita, Head of department MHRM (2012)

## 2.7 Employee Development and Employee Productivity

Employee development programs justify to invest as much as the most successful companies needs on the progress of the manpower and therefore invest in their training is essential. And it may encounter the consequences increase in ability and capability that expand confidence and productivity (Sheeba, 2011). Apparently, development reduces employee turnover in organizations. (Deckop et al. 2006). Therefore Promotional occasions may not

only decrease absence, but also it has affect on employees' rise in assurance and gratification, which reliefs to reduce turnover. (Atif et al. 2010).

## **2.8 Trainer Quality**

(Baliga & Pulin, 1973) discussed regarding the importance of the trainer in integrating the course of creating a team and developing dangerous points that trainers could or could have encountered by their activities that was has been achieved by creating a assembly environment. that involvement is perceived with the assistance of many different viewers and research reveals the method of understanding generated in the group where the efficiency of the simulation as involvement and intervention is also indicated.

Schell (2006) studied about the improving of employees and their skills with the required programs to be facilitated to them, so this can be allied with different universities and education centers for them at universities of United States of America.

(Ramachandran,2006) underlined the stages of inspiration of the Indian instructor. It's been appealed by making his statement by collecting key government data, strategic and past research. Studies show that the trainer is anticipated to cope with a much lesser grade of diversity in the lecture hall than in the government.

(Nile & Grip,2009) were involved in together formal and informal. In the context of formalization and informal components. The training process for part-time employees differs from staff in the framework of reinforcement as formal and informal elements.

## **2.9 Training Design**

The workforce uses several different teaching methods in training techniques. and they are being represented as learning principle technique and teching methods (Alvarez at el., 2004); objective location (Holton, 2005) and self-administration and failure expectation tactic or strategy (Thinner et al., 1991). Hence, Firms and organizations must make the learning programs before forward of its expected time. (Rautalinko & Lisper, 2004) definite learning

programs are said to provoke certain causes, while others relate to common empowers and disadvantages of employees ahead of training. The two main kinds of trainings, that are off the job-training which is normally directed to the external from office; and the on-the-job-training that is lead inside the office or working atmosphere criteria's. Effective and operational workouts greatly affect the performance of employees during their current work. In case if an employee feels well oriented, he or she automatically interacts with the organization. Coho & Bowleg (2007) mentioned some of the most noticeable independent variables concerning learning and development. And the aspects comprise: training actual design, coaches quality, and student's skill from the training gathering. The service quality of learning is commonly more esteemed through the coach's level of experience, awareness and inspiration. Development strategy of training postulates if the training is considered for the outside training off-the-job, on site or on the job, or wonder the progress is slightly precise or common in environment. worker self-reliance replicates the effectiveness and efficiency of training, that boost enhances the modest edge.

## **2.10 Competitive Advantage**

A competition strategy is the talent of increasing and growing resources to achieve improved outcomes than the required rivals. In addition, a strategic business unit (SBU) is evaluated through sectorial performance and its self-opponent-performance. That makes it problematic to reproduce capitals and doesn't focus on obstacles. Modest strategy is to create and keep conserve the competitive advantage over competitors (Porter, 1980). In addition, the efficiency of hiring a strategic business unit (SBU) is mostly dogged by the desirability of the manufacturing. (along with barriers to exit and entry) and the modest location of the strategic business unit (SBU) inside the industry. It is important to stay or to be distinguished (in the industry as a whole or in a niche) there is possible chance to be protected by rivals. To accomplish such a good-looking situation, a company must be able to perform the necessary individual activities. (Porter, 1985) in a extra operational and/or more effectual system than its rivals. This standing only clarifies only a few differences in productivity in the industry: an excellent performer has not only an striking position, but also

a exclusive and complex imitation of resources (Cool and Dierickx, 1989; Wernerfelt, 1984). Therefore, the modest plan develops the skill of nourishing, gathering and organizing profitable resources, not as the only focus on identifying barriers to entry or delusion of competitors in the merchandise marketplace (Foss, 1996).

## **2.11 Integration between Employee Trainings and Competitive Advantage**

Employees or workers who are empowered and allow the Firm or organization to dissolve conflict issues and are attached to the improvement and development of processes are necessary to adapt to the specific skills and realistic efforts necessary to achieve them (Miller, 1992). Need for non-technical skills as basis for improving quality that is impressively being aware by the quality managers for improving quality.

Prospects and extents creating some serious benefit consider the four basic personal and logical talents leading to leadership skills; customer partnership skills; teamwork skills; work process skills and management skills (Zenger, 1989). Having a constructive view of management skills, managers to play a very important role in managing their quality communication to their employees and workers. Managers should develop their skills to focus on quality tasks, fulfill their promises and maintain momentum. By strengthening their leadership skills, they will create quality reporting additional relevant and individual for everyone (Zenger, 1989).

Leadership or management can be implemented and happen at each phase of the quality improvement with the effort process (Katter, 1991). Its been believed that by the writer employees may use such trainings for their advantages .By developing workflow services, all workers can create well improved usage of their separate experience and dynamically participate in the superiority improvement manner (Zenger, 1989).

In the framework of comprehensive examination of effort schemes and procedures, bosses are constantly subject to themselves. better respond to consumer demands and responses and strategies in becoming more accountable to awareness. Therefore, it leads to client satisfaction and gives devotion, as

well as to regulars in the consequences may result. Management positions on the front line can also work and constantly work and continuously improve where complications and losses can be dropped, as well as increase the value of performance support that goes beyond meeting customer needs (Zenger, 1989).

By expanding and participating in teamwork and skills, managers can easily take the lead in their capacity of quality creativity through concentrating on processes (Zenger, 1989). Collaboration requires training to deliver credible value and a flawless return to the organization.

By means of an end, customer response and affiliate skills help employees understand in what way to pledge corporations with inner and exterior clients, and then formulate a strategy that sees their needs lacking bargaining or overstating (Zenger, 1989). Employee tries to seek and learn themselves with skills, open the clients' eyes, and react to customer problems. Through the good service of its customers, the quality of its subculture.

## **2.12 Commitment and Employee Turnover**

The obligatory employee is the one who will do it remain in the organization. For many years, a lot of research has been done to regulate the correctness of this declaration. As in the conclusion many came to the conclusion that they were devoted employees endure in the organization for lengthier than those that are smaller done by commitment.

Richard Steers (1977) outlined the hypothesis and found that the better the employee is, the less they want to stop working in an organization. It was found that these "senior" employees had more intentions to stay in the company, a greater wish to attend exertion and a more optimistic attitude towards the work. (Steers,1977: 54) concludes that "the employee assurance" is precisely significant and backward linked to worker income in their carrier.

In these guidelines, (Jeffrey, 1994) showed an experiential revision of two steel "drills"; that includes a strategy for engaging in human resources and another one is control strategy. Arthur has been able to find many benefits from productivity and business, which may the company, gain from and who had a commitment strategy. The survey showed that the turnover was twice as high as

the company using a management strategy ( $x = .07$ ,  $sd = .07$ ) than in a company that encouraged the engagement near to ( $x = .03$ ,  $sd = .03$ ). This illustrates the effect on human Resource strategy may have for the organization. Demand for job, retaining, employee wish and intention to leave and boldness to the organization can be upgraded through a plan, which is aimed at increasing interaction with employees.

When organizations search to develop the viewpoint of engagement, formerly the probability a worker looking for work to a different place is declining. In a worker mobility survey, (Felsted, Green, Pack and Mayhew 2000) originate that the engagement goals reduce the likelihood that employees will "look for" more than 19% to 10%, and the "less demand" increase by 26%. Additionally Like the other studies described above, this study shows that the ideal employees are more likely to remain in the organization..

Patrick Owens (2006) has a similar conclusion in his study regarding the Training and organizational results. However, Owens' research focused on the overall impact of learning, he managed to find a link between engagement/commitment and turnover.

The study found the survey showed that employees with a developed degree of engagement also had a higher level of "turnover understandings". A higher result in "turnover understandings" showed that the employee has a more favorable approach and is less likely to reflect turnover. By relating the results of his study of independent t-tests, Owens managed to determine what was being trained employees have an average turnover 31.15, and organizational obligations - 83.54. For comparison, unprepared staffs were there the average value is 28.94 for turnover and 75.87 for Center for Research on Labor Commitment.

These Data are more related because they are a feedback of assurance and income. By unraveling qualified and unprepared or untrained workers, (Owens, 2010) has succeeded in showing that the extra devoted workers are, the less likely they are to consider income.

The above revisions demonstrative of most of the available investigation related to liabilities and turnover. The assurance has noteworthy and important

influence with optimistic influence on the performance of employees towards their job retaining. The main belief is that more employees engage with their work and the better will be in their task force (Walton, 1985). The probable result of the work of the employees who will work better and will be more productivity is a general improvement in labor force constancy. Does employee commitment to learning, evaluations, compensation or any other mixture of human resource (HR) performs, research usually reveals that the person involved is the one who leftovers in the Firm or company.

### **3. METHODOLOGY**

The literature review chapter indicated and discussed about the importance of Impact of Training and Development Programs, and how it affects over some aspects in terms of Employee and Organization themselves. When it comes to Training and Development, at first it is a part of Human Resource Management, which considers to the Employees' performance and course of action substantially how the training programs can affect over the salary of employees.

Additionally the role of training programs on employees' productivity and the effect of that over the organization. The employee development how it can be justified it is discussed in details with managerial aspects. The trainer quality, which is significant with training design and their competitive design. The final discussion was commitment and employee turnover and how it should be processed.

The research methodology chapter discusses about the specific steps used in the literature review and collection of data for the study. This chapter commonly begins with endorsement of research problem (usually covers the hypothesis and research questions). In addition, to mention that in this section quantitative research method will be implemented, precisely the Structural Equation Modeling (SEM) research method is going to be applied.

Basically, the questionnaire methods are used based on interview and survey questions. The information given is collected online through questionnaires from Employees of various organizations. Moreover, the target here will be prioritized by collective data from specific group of employees in the organizations.

#### **3.1 Data Sources and Collection Methods**

The data source indicates that this study uses primary and secondary data, which is collected by researcher; the questionnaire portion is based on articles and

references, which is consisting of closed questions as demo-graphic and five-Likert-scale rating questions for the purpose of better measurement and various outcomes. In addition this have helped the respondents to response the questions easily on their available time with respect to correct responses for improving the vacant and gaps.

### **3.2 Types of Research**

Here it can be addressed how the problems are investigated and which methods of research are used, also there are various types of research , which it will be discuss in this case study.

### **3.3 Quantitative Research**

This research is based on numeric figures or numbers. Quantitative research aims to measure the quantity or amount and compares it with past records and tries to project for future period.

Quantitative research objectives to make quantitative or numerical value measurements, compare with past records, and make a projection for the future.

This research is commonly used in scientific methods and in creation of models, theories and hypothesis. Also for developing the methods, instruments for measuring them experimentally. and analyzing their variables. According to (Ellen, 1984). In case studies for collection of life histories choosing the data, collection is not as guided only for nature research.

### **3.4 Target Population**

The goal inhabitants in this research denotes to Afghanistan's Telecommunication Companies, due to which there is esteemed large population; the researcher could not assessment or meeting every staffs of this organization in the populace due to limitation of time and expenditures. this is the reason the investigator trusts on selection methods.

### **3.5 Sample Size**

For completing this study, the researcher has conducted interview with four popular Telecommunication Companies relevant departments, the interview attendees and Questionnaire survey responders were Directors, Managers and administration head officers, which the data collected from. The participant rate was low because of the confidential data privileges and regulations of the Companies, but the participants were the leaders of the telecom companies and it was exclusive not to ask the ordinary employees. Aside from the questionnaires, there were useful information which provided by the organizations. Over all the interview part is appended in the Appendix portion.

### **3.6 Research Tools (Tools for Data Collection)**

For gathering the primary information, the primary tool was used as the followings:

### **3.7 Primary Data**

The essential primary data would be collected through the following means:

- Survey and Questionnaire
- Interviews would be also conducted from the relevant departments in charge members.

### **3.8 Data Analysis**

While gathering the Primary Data is accomplished, then the researcher will start on working over the manipulation and analyzing the data, which is, will be in chapter four. (Data Analysis).

### **3.9 Time Frame**

The period for gathering research and specially the interview part took place three months in Afghanistan, the researcher arranged visiting minute of meeting with all four operators in limited time

### **3.10 Limitation of the Study**

- There are not much more references based on such research and case studies, which can be found in Afghanistan.
- There is lack of modern or technologically advanced well-resourced libraries, and research resource centers in Kabul-Afghanistan to find data for this research project.
- The reliability of grant and cost was the second challenge for the researcher in this study.

### **3.11 Questionnaire Discussion**

Questionnaire is related to quick, efficient way of getting the response from large number of respondents, the data can be easily collected and analyzed and there is no need for the researcher to be present at the mansion of respondent while gather the data. In addition, it is easier to get their response online through Google survey forms and other portals. Likert-scale treatment of Data is used since 80 years, and its a tool used for measurements, which in a great degree misunderstood and highly selected among Rensis Likert's attitudinal metric, and its known as likert-scales.(Edmondson, 2005; Zand and Borsboom, 2009).

The first part of Questionnaire is consist of 10 demographic questions such as 'Marital status', 'Age', 'Level of Education', 'Job Exoerience', 'Department', 'Company Name', 'Profession', 'Training Schedule' and 'Type of Training'. The second part includes 12 Likert scale questions, that the answers are pre-set as rating answers: 5 'strongly agree', 4 'Agree', 3 'Neutral', 2 'Disagree' 1, 'Strongly disagree'. The illustrations are made in Table 3.1.

In this case study the researcher has constructed the likert-scale questionnaire based on the numerous articles and other Thesis, which is more significantly relevant to the keywords used in this case study. More precisely the second part of questions, that are included in this case study is about Training and Development, Employees, Productivity and Revenue regarding four Telecom Companies ( 1, 2 , 3 & 4).

Questionnaires are used mostly when there are large number of interviews and , while its impossible criteria to obtain them. (Saul McLeod, 2018).

**Table 3.1:** Statements and scales of variables for part II

	Statement	Scale	
(TD) Training Development	[TD1] On the Job training is an effective tool for learning new skills	1=strongly disagree	5=strongly agree
	[TD2] Development training should include effective communications, team building and coaching.	1=strongly disagree	5=strongly agree
	[TD3] Development training programs should be offered to all levels and/or positions.	1=strongly disagree	5=strongly agree
(E) Employee	[E1] Training programs are essential for addressing employee weaknesses.	1=strongly disagree	5=strongly agree
	[E2] Training programs are Ensuring workers satisfaction.	1=strongly disagree	5=strongly agree
	[E3] Training programs Increase productivity and the quality of services	1=strongly disagree	5=strongly agree
(R) Revenue	[R1] Training programs results in Consistency in duty performance	1=strongly disagree	5=strongly agree
	[R2] Training programs leads to Reduction in cost	1=strongly disagree	5=strongly agree
	[R3] Training programs result in Reduction in supervision	1=strongly disagree	5=strongly agree
(P) Productivity	[P1] The quality of training programs arranged by organizations in Afghanistan is good	1=strongly disagree	5=strongly agree
	[P2] Organizations arranged the training programs on the basis of employees ‘ performance and their capacity gaps	1=strongly disagree	5=strongly agree
	[P3] Organizations in Afghanistan regularly arrange training programs of their employees	1=strongly disagree	5=strongly agree

**Source of data:** Building the Capacity of Legal Professionals in Afghanistan, Livingston Armytage(2006)

### **3.12 Data and Information**

Data is raw, unorganized facts that need to be processed. Data can be something simple and seemingly random and useless until it is organized.

When data is processed, organized, structured or presented in a given context so as to make it useful, it is called information. According to (Hicks, 1993 and Holwell [1998]) Data is the act of presenting conceptions and instructions, which is in a validated order, and its worthy in terms of rendering, communication and processed by the people automatically.

### **3.13 Structural Equation Modeling**

Structural Equation Modeling is a set of mathematical models and a tool for analyzing multivariable data. SEM is combination of regression analysis, factor and path analysis. SEM also shows the covariance between x, y and their variables. by the help of SEM we can understand the patterns and correlations between variables.it has usability of conducting test of theory according to.( Baggiozi, 1080). Structural Equation Model (SEM) apart from hypothetical hidden structures (latent) that can represent clusters of observable variables, as well as any regression models where several independent and dependent variables are attached. It also provides a way to test this set of relationships between observable and latent variables in general and to allow theoretical tests even when conducting investigations are impossible.

Its noticed in social and behavioral sciences that in consequences of such methods are being present everywhere at once. (MacCallum and Austim, 2000).

### **3.14 Advantages of SEM over Regression**

Selecting the best and proper methodology is the difficult portion of investigation. (Stevens, 2002; Davis, 1996). Structural equation modeling (SEM) is the instant compeers of multivariate method that measures consistent data with validity.

The statistical methods have their own properties, which is to make sure there is relevancy for the given problem. It is necessary to understand the methods and

properties to choose the most correct and close to the data. The reason why its chosen confirmatory factor analysis (CFA) as an alternative of analyzing in multiple regression analysis.

Multivariate methods of the first generation, such as multiple regressions, are suitable for evaluating the relationships between designs and structures. Both regression and correlation have been used as standardized form to mark a regression analysis, although the aim of correlation is to help the connection among independent and independent variables (Fidell & Tabachnick, 2001, p. 111). The tool of multiple regression is good for estimating the difference of a variable depending on the ranges based on linear combinations of ranges, variables, or imaginary independent variables. The conditions of interaction can be included to the prototypical to quota the compound influence of the variables on the dependent variable, eg the combined PD \* NA effect on the PC TINT in the current model.

The constant in the equation predicts in applying multiple regression and they are not standardized regression coefficient ( $\beta$  weights).

**The equation of SEM over Regression presented as follows:**

$$Y_i = \beta_0 + \beta_1 X_i + \epsilon_i$$

*Source of data: Tabachnick, B.G., Fidell, L.S. (2001). Using multivariate statistics. 4th ed. Needham Heights, MA: Allyn & Bacon.*

The multivariate regression predicts the identical standard and coefficients faults found using individual ordinary-least-squares regression (OLS). Moreover, multi regression also predicts covariance between equations. This means that we can control the coefficients of the equations.

Covariant examination is also denoted to as confirmatory factor analysis (CFA), underlying forming, causal analysis, synchronized modeling equation and analysis of covariance constructions, LISREL or path analysis, which is a software established by Karl Joreskog and Dag Sorbom (1989).

### **3.15 Assumption of Factor Analysis**

As far as the analysis of the main components is concerned, factor analysis is a multidimensional technique jumble-sale for data emission decrease targets. The

main goal of this assumption is to provide the variables from group of variables to slighter number of variables. This is termed factors. Those factors will be considered as fundamental creates that cannot be restrained with one variable. Factor Analysis is constructed for the interval of data that the usage can be depend on ordinal data category. (Grade allocated to Likert-Scales).

The variables should be associated to respectively other in a linear pattern. This is checked by appearing at the variable pair pointers, and for this reason the variables must be connected to each other. or else the factors must be similar as the variables number, that meaning the factor analysis is meaningless.

factor analysis can be written as below following algebraic formula , assume you have variables as P, X1, X2,X3. . . , Xp, which is measured on the total number of n , the variable m can be written, and the factors F1, F2.....Fm where is illustrated  $m < p$ , so the formula can be

$$X_i = a_{i1}F_1 + a_{i2}F_2 + \dots + a_{im}F_m + e_i$$

*Source of data:* (Manly, B.F.J. 2005). *A primer, Third edition, Chapman and Hall.*

*Multivariate Statistical Methods.*

Factor Analysis can be processed through many steps, but here in this case study we use the correlation matrix and through Kaiser Mever Olkin measure of sampling

### **Steps of Factor Analysis:**

1st Step: the correlation matrix for all variables is computed

2nd Step: Factor extraction

3rd Step: Factor rotation

4th Step: Make final decisions about the number of underlying factors

#### **3.15.1 The Kaiser-Meyer-Olkin (KMO) Test**

KMO test is to check, how appropriate your data is for Factor Analysis. The test measures the adequacy of the sample for each variable in the model and for the exact model. Statistics is an indicator of the variance of variables, and this can be a common difference. The lower the speed, the better for your factor analysis. (Cerny & Kaiser1977).

**As a reference, Kaiser put the following values in the results:**

- 0.90 to 1.00 marvelous.
- 0.80 to 0.89 meritorious.
- 0.70 to 0.79 middling.
- 0.60 to 0.69 mediocre.
- 0.50 to 0.59 miserable.
- to 0.49 unacceptable.

Recommended value of 0.6 or above Hair et al. (2010).

**The equation of Kaiser-Meyer-Olkin (KMO) Test follows as below:**

$$MO_j = \frac{\sum_{i \neq j} r_{ij}^2}{\sum_{i \neq j} r_{ij}^2 + \sum_{i \neq j} u}$$

**Source of data:** Kaiser-Meyer-Olkin (KMO) Test for Sampling Adequacy was last modified: October 15th, 2017 by Stephanie

The mentioned formula is not possible to be calculated by hand since its complex.

### **3.16 Cronbach's Alpha**

Cronbach's Alpha is to check internal consistency measurement; that is, how a group of objects are connected to each other as a group. It has counted a measure of the reliability of the scale. The high value of Alpha does not mean that this amount is one-dimensional. To check more internal consistency measurement, additional tests can be performed if you want to prove that the scale in question is one-dimensional. Analytical factor analysis is one way of verifying dimensionality.

it's been pointed that, technically Cronbach's alpha is not a test of statistics, but its the quality of being dependable or reliable for coefficient.

**The Equation of Cronbach's Alpha presented as follow:**

$$a = \frac{N \cdot \bar{C}}{\bar{v} + (N - 1) \cdot \bar{C}}$$

**Source of data:** *Mohsen Tavakol and Reg Dennick. Making Sense of Cronbach's Alpha. International Journal of Medical Education. 2011; 2:53-55 Editorial*

$N$  = the number of items.

$\bar{c}$  = average covariance between item-pairs.

$\bar{v}$  = average variance.

**Table 3.2:** Cronbach's Alpha?

<b>Cronbach's alpha</b>	<b>Internal Consistency</b>
$a \geq 0.9$	Excellent
$0.9 > a \geq 0.8$	Good
$0.8 > a \geq 0.7$	Acceptable
$0.7 > a \geq 0.6$	Questionable
$0.6 > a \geq 0.5$	Poor
$0.5 > a$	Unacceptable

**Source of data:** Mohsen Tavakol and Reg Dennick. Making Sense of Cronbach's Alpha. International Journal of Medical Education. 2011; 2:53-55 Editorial

## 4. RESULTS AND ANALYSES

### 4.1 Demographic Statistics of the Respondents

The initial portion of Questionnaire is Demographic, and it's created for easiness of respondents, they can easily chose the required answer with in few minutes, and they are used as multiple choices. there are several demographic questions in this study, such as, Gender ,Age, Marital status, Several demographic questions may be related to age, ethnicity, gender, marital status, Education Level, Profession, Job Experience, Department, Training Schedule and Type of Training.in this case study the survey link was distributed to four telecommunication companies employees thus targeting 5000 employees And the number of respondents from companies reached to 61, participants.

**Table 4.1:** Demographical statistics for Telecommunication Companies respondents

		Count	Column N %
<b>CompanyName</b>	<b>S</b>	13	21.30%
	<b>A</b>	15	24.60%
	<b>E</b>	16	26.20%
	<b>M</b>	17	27.90%
	Total	61	100.00%

**Source of data:** Primary Data, 2019

The survey result shows in the table 4.1 the percentage of responses from company S is 13, from other company A its 15, company E has responded 16, and company M responded 17.

**Table 4.2:** Demographical statistics for Gender

		CompanyName									
		S		A		E		M		All Companies	
		N	%	N	%	N	%	N	%	N	%
<b>Gender</b>	Male	8	61.50%	13	86.70%	13	81.30%	14	82.40%	48	78.70%
	Female	5	38.50%	2	13.30%	3	18.80%	3	17.60%	13	21.30%
	Total	13	100.00%	15	100.00%	16	100.00%	17	100.00%	61	100.00%

**Source of data:** Primary Data, 2019

The data measurement utilization, in Table 4.2 indicates the total number of respondents of male and female , which consist of 48 (78%) males and 13(21.3%) Female’s participation in this survey from all four telecom companies A, S, E and M.

**Table 4.3:** Demographical statistics for Age

		CompanyName									
		S		A		E		M		All Companies	
		N	%	N	%	N	%	N	%	N	%
<b>Age</b>	18-25 years	2	3.30%	1	1.60%	2	3.30%	4	6.60%	9	14.80%
	26-33 years	7	11.50%	7	11.50%	11	18.00%	9	14.80%	34	55.70%
	34-41 years	4	6.60%	6	9.80%	3	4.90%	4	6.60%	17	27.90%
	42-49 years	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
	50 and more years	0	0.00%	1	1.60%	0	0.00%	0	0.00%	1	1.60%
	Total	13	21.30%	15	24.60%	16	26.20%	17	27.90%	61	100.00%

**Source of data:** Primary Data, 2019

The Table 4.3 demographical statistics for Age indicates that, majority of respondents were from young man powered ages, where as 55% of the respondents were under the ages of 26-33 years from all the four Telecom

companies also, it indicates that, between the ages of 42-49 middle aged, there were no respondents.

**Table 4.4:** Demographical statistics for marital status

		CompanyName									
		S		A		E		M		Total	
		N	%	N	%	N	%	N	%	N	%
<b>Marital Status</b>	Single	3	4.90%	0	0.00%	7	11.50%	8	13.10%	18	29.50%
	Married	10	16.40%	15	24.60%	9	14.80%	9	14.80%	43	70.50%
	Total	13	21.30%	15	24.60%	16	26.20%	17	27.90%	61	100.00%

**Source of data:** Primary Data, 2019

The statistics of marital status demographics in Table 4.4 shows that, the number of married participants in the telecom companies' survey is higher than the single ones, whereas Married Employees are 70.5% and singles are 29.5%.

**Table 4.5:** Demographical statistics for Level of Education

		CompanyName									
		S		A		E		M		All Companies	
		N	%	N	%	N	%	N	%	N	%
<b>Education level</b>	Primary School	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
	Secondary School	1	1.60%	1	1.60%	0	0.00%	2	3.30%	4	6.60%
	Bachelor	11	18.00%	11	18.00%	11	18.00%	12	19.70%	45	73.80%
	Graduate	1	1.60%	3	4.90%	5	8.20%	3	4.90%	12	19.70%
	Total	13	21.30%	15	24.60%	16	26.20%	17	27.90%	61	100.00%

**Source of data:** Primary Data, 2019

The number of Bachelor participants is higher than the number of postgraduate for all four companies S, A, E and M. whereas the bachelor respondents are, 73.8% and Graduate participants are 19.7%. The Table 4.5 indicates summary.

**Table 4.6:** Demographical statistics for Profession

	CompanyName										
	A		S		E		M		All Companies		
	N	%	N	%	N	%	N	%	N	%	
<b>Your Profession</b>											
Private_Sector	0	0.00%	13	21.30%	13	21.30%	16	26.20%	42	68.90%	
Public_Sector	13	21.30%	0	0.00%	2	3.30%	1	1.60%	16	26.20%	
Student	0	0.00%	2	3.30%	1	1.60%	0	0.00%	3	4.90%	
Total	13	21.30%	15	24.60%	16	26.20%	17	27.90%	61	100.00%	

**Source of data:** Primary Data, 2019

Table 4.6 shows that, which company has dedicated employees to the public (Government) and which of them are belonging to the Private companies, as it seems that number of participants in Private sectors are higher than the Public company i.e: 68.9% >26.2% in addition those students which are currently doing their internship program they are 4.9% distributed in Private companies such as company S and A.

**Table 4.7:** Demographical statistics for Job Experience

	CompanyName										
	S		A		E		M		All Companies		
	N	%	N	%	N	%	N	%	N	%	
<b>Job Experience In This Sector</b>											
Less than 6 months	1	1.60%	0	0.00%	0	0.00%	1	1.60%	2	3.30%	
6 months-1year	2	3.30%	0	0.00%	1	1.60%	0	0.00%	3	4.90%	
1-2years	3	4.90%	1	1.60%	1	1.60%	7	11.50%	12	19.70%	
3-5years	2	3.30%	2	3.30%	5	8.20%	3	4.90%	12	19.70%	
more than 5years	5	8.20%	12	19.70%	9	14.80%	6	9.80%	32	52.50%	
Total	13	21.30%	15	24.60%	16	26.20%	17	27.90%	61	100.00%	

**Source of data:** Primary Data, 2019

The demographical statics in Table 4.7 indicates by details, that majority of the respondents are with more than 5 years of job experience, and they are mostly in company A, and in the average 19% of the respondents are having 3-5 or 1-2 years job experience in other different companies.

**Table 4.8:** Demographical statistics for Department

Department	CompanyName									
	A		S		E		M		All Companies	
	N	%	N	%	N	%	N	%	N	%
Admin	5	8.20%	1	1.60%	3	4.90%	0	0.00%	9	14.80%
Operations	2	3.30%	7	11.50%	3	4.90%	9	14.80%	21	34.40%
Finance	0	0.00%	1	1.60%	1	1.60%	0	0.00%	2	3.30%
HR	5	8.20%	4	6.60%	7	11.50%	7	11.50%	23	37.70%
Sales_Marketing	0	0.00%	0	0.00%	0	0.00%	1	1.60%	1	1.60%
Maintenance	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Planning	1	1.60%	0	0.00%	0	0.00%	0	0.00%	1	1.60%
other	0	0.00%	2	3.30%	2	3.30%	0	0.00%	4	6.60%
Total	13	21.30%	15	24.60%	16	26.20%	17	27.90%	61	100.00%

**Source of data:** Primary Data, 2019

Demographical statistics for Department, shows that mostly the survey was responded by Administration level Employees as "HR" by the measurement of 37.7% in the first place and secondly the majority of the responses were determined by technical department as "Operations" Employees with percentage of (34%) in all four Telecom companies as illustrated by details in Table 4.8.

**Table 4.9:** Demographical statistics for Training Schedule

		CompanyName									
		A		S		E		M		All Companies	
		N	%	N	%	N	%	N	%	N	%
<b>Training Schedule</b>	Once per week	1	1.60%	2	3.30%	0	0.00%	2	3.30%	5	8.20%
	Twice per week	7	11.50%	2	3.30%	2	3.30%	3	4.90%	14	23.00%
	Weekends	0	0.00%	0	0.00%	0	0.00%	3	4.90%	3	4.90%
	Based on Employees Need	5	8.20%	10	16.40%	14	23.00%	9	14.80%	38	62.30%
	Other	0	0.00%	1	1.60%	0	0.00%	0	0.00%	1	1.60%
	Total	13	21.30%	15	24.60%	16	26.20%	17	27.90%	61	100.00%

**Source of data:** Primary Data, 2019

Essentially the training needs to be conducted “Based on Employees need” because mostly employees in telecom companies demand for having necessary aspects and per their recommendations from the management of the company. Table 4.9 shows demographic statistics for Training schedule.

**Table 4.10:** Demographical statistics for Type of Training

		CompanyName									
		A		S		E		M		Total	
		N	%	N	%	N	%	N	%	N	%
<b>Type of Training</b>	Online training	1	1.60%	2	3.30%	3	4.90%	6	9.80%	12	19.70%
	On the site training	12	19.70%	13	21.30%	13	21.30%	11	18.00%	49	80.30%
	Total	13	21.30%	15	24.60%	16	26.20%	17	27.90%	61	100.00%

**Source of data:** Primary Data, 2019

The statistics for the Employees of the Telecom companies responded Types of Training in demographic questions, indicates that, they demand for onsite or classroom trainings rather than the “Online Trainings”. As it shows by details in Table 4.10 that, 80.3% of Employees wants to have onsite training in four companies.

## 4.2 Chi-square Test

Chi-square test is applied when there are two categorical variables and to check their dependence or independence The degree of alpha level usually should be 0.05 (5%), but there is also possibility of other levels like 0.01 or 0.10.

**Table 4.11:** Crosstabulation (Education level \* Type of Training)

Count		Type Of Training		Total
		1	2	
Education level	2	3	1	4
	3	7	38	45
Total	4	2	10	12
		<b>12</b>	<b>49</b>	<b>61</b>

**Source of data:** Primary Data, 2019

The statistics for crosstabulation in table 4.11 indicates that, majority of employees (80.32%) who’s education level are bachelor degree (2), they demand for on-the-site-training. however overall 12 (19.67%) employees with different education level desired for online training.

Thus in table 4.12 the result for chi-square test statistics, indicates that, there is significant relationship between Education level and types of training since the Asymp.sign value is  $0.016 < 0.05$  and the employees with higher education status prefer on-the-site-training.

**Table 4.12: Chi-Square Tests (Education level \* Type of Training)**

	Value	df	Asymp. Sig. (2-sided)
<b>Pearson Chi-Square</b>	8.300 <sup>a</sup>	2	.016
<b>Likelihood Ratio</b>	6.278	2	.043
<b>Linear-by-Linear Association</b>	2.758	1	.097
<b>N of Valid Cases</b>	61		

a. 3 cells (50.0%) have expected count less than 5. The minimum expected count is .79.

**Source of data:** Primary Data, 2019

In below crosstabulation table 4.13 it illustrates the Profession versus Types of training, which 76% most of the employees whereas (1 in private 54%, in 2 Public sector 22% and 3 students 3.27%) desires for on-the-site-training (2), however 19.65% of employees, whereas (14.7% private, 3.27% public and 1.63%) desires for online training.

**Table 4.13: Crosstabulation (Your Profession \* Type of Training)**

Count		Type of Training		Total
		1	2	
Your Profession	1	9	33	42
	2	2	14	16
	3	1	2	3
Total		12	49	61

**Source of data:** Primary Data, 2019

Thus in this case scenario as its indicated in table 4.14, it`s been observed no dependency or inconsistency between the categorical variables Profession versus Type of Training by applying chi-square test, as its mentioned the

**Asymp.Sig** value for Pearson chi-square shows  $0.620 > 0.05$ , which is confirmed to be no dependency between these two categorical variables.

**Table 4.14:** Chi-Square Tests (Your Profession \* Type of Training)

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.957 <sup>a</sup>	2	.620
Likelihood Ratio	.970	2	.616
Linear-by-Linear Association	.033	1	.855
<b>No. of Valid Cases</b>	<b>61</b>		

a. 3 cells (50.0%) have expected count less than 5. The minimum expected count is .59.

**Source of data:** Primary Data, 2019

### 4.3 Descriptive Data analysis

In this case study Descriptive statistical analysis was applied to the scale measurement questionnaires based on Standard Deviation (std) and Mean of the dependent versus independent variables.

### 4.4 Reliability and Validity

Initially before implementing Structural Equation Modeling for testing hypothesis, Cronbach's Alpha and Confirmatory Factor Analysis (CFA) is used to check internal consistency and reliability of the measurement in research cases. (Cronbach, 1951, p.297). It is often used to calculate Cronbach's alpha by implementing using SPSS application. In this study SPSS 20 application is being used to check the reliability and validity of indicators dependent and independent variables were tested for all three factors.

the lowest value as (e.g.  $< 0.5$ ) can be the may be the result of factors such as a small number questions about the high importance of alpha or bad relations between points if its high as (e.g.  $> 0.90$ ).

Questions or poor interrelatedness between items, while a high value of alpha (e.g. >0.90), Questions about the high significance of alpha or disorder may be the result of some unnecessary items in the instrumentation between points. (Tavakol and Dennick, 2011, p.54).

the output of Cronbach's Alpha in Table 4.15 indicates for all the four group of items as the result, it indicates for all four companies the Cronbach's alpha value is above (>.60), which is not poor and it's still good.

The first item as group, that is Training Development (TD1,TD2,TD3 and TD4), the second group is Productivity (P1,P2,P3 and P4) ,the third group consist of Employee (E1,E2,E3,E4), and then the last group contains Revenue items (R1,R2,R3,R4). At the end all group of items were calculated together, which the result is above (>.80) is considered "very good". (Tavakol and Dennick, 2011, p.54).

**Table 4.15:** Reliability and Validity (Cronbach's Alpha)

Cronbach's Alpha		
Items	All Companies	N of Items
TD1,TD2,TD3	0.632	3
P1,P2,P3	0.761	3
E1,E2,E4	0.817	3
R1,R2,R3	0.891	3
All	0.899	12

**Source of data:** Primary Data, 2019

To achieve Confirmatory Factor Analysis (CFA), the application AMOS 20 version is being used in order for self-assured in data measurements. Factor loadings or estimated of regression weight for the latent variables must be greater than the 0.50 (Hair et al, 2006; Byrne, 2010).the psychometric in table 4.16 indicates well-organized values and outcomes from the statistics, which is being implemented. To constitute the convergent – divergent and validity of data, underneath illustrated measures was used:

Composite reliability as (CR) and Average Variance Extracted (AVE), Average shared squared variance (ASV) and the Maximum shared square variance (MSV). The Average variance extracted (AVE) values indicates that the values

starting from 0.33 which is not good, but it approaches to the 0.72 which is better indication according in respective to the actual threshold measures. In the other side ASV and MSV values ranges from 0.47 and reaches up to 0.67. In the table 4.16, it indicates that the CR value starts from 0.60 and approaches up to 0.88, which the values are higher than the average (Fornell & Larcker,1981).

All the CR values are higher than the AVE values (Byrne 2010). In addition, the data measurement values of ASV and MSV are lower than the AVE values. (Hair Jr. et al. 2010). With slight difference in ASV value of Employees' factor, this is observed with minimum difference (0.67) than its actual AVE value (0.60).

Evaluation of data from the model fit indicates, the minimum was achieved, Chi-square value = 68.1 with respect to the degree of freedom (df)=49. The Comparison fit index (CFI) = 0.95, Root mean square error of approximation (RMSEA) = 0.081, Tucker-Lewis index (TLI) = 0.934, Goodness of fit index (GFI) = 0.938, Normed fit index (NFI) = 0.850, Adjusted goodness of fit index (AGFI) = 0.892.

In last, the value of standardized estimates shows normal and above 0.52 towards 0.89, which is good indication. (Hair et al., 2010).

**Table 4.16:** Psychometric properties of the applied scales

Constructs	Item	Loading	CR	AVE	MSV	ASV
			0.601	0.336	0.589	0.40
(TD) Training Development	[TD1] On the Job training is an effective tool for learning new skills]	0.645				
	[TD2] Development training should include effective communications, team building and coaching.	0.528				
	[TD3] Development training programs should be offered to all levels and/or positions.	0.56				
			0.819	0.606	0.673	0.67
(E) Employee	[E1] Training programs are essential for addressing employee weaknesses.	0.633				
	[E2] Training programs are Ensuring workers satisfaction.	0.812				
	[E3] Training programs Increase productivity and the quality of services	0.871				
			0.888	0.726	0.773	0.66
(R) Revenue	[R1] Training programs results in Consistency in duty performance	0.89				
	[R2] Training programs leads to Reduction in cost	0.803				
	[R3] Training programs result in Reduction in supervision	0.862				
			0.755	0.511	0.523	0.47
(P) Productivity	[P1] The quality of training programs arranged by organizations in Afghanistan is good	0.714				
	[P2] Organizations arranged the training programs on the basis of employees' performance and their capacity gaps	0.587				
	[P3] Organizations in Afghanistan regularly arrange training programs of their employees	0.825				

*Source of data: Primary Data, 2019*

#### 4.5 Variables

There are four variables used in this case study, which are Training Development (TD), Employee (E), Revenue and Productivity (P). All the variables mentioned consist their own individual questions that the five grade Likert-Scale questions techniques are being used in the statements of questionnaires. In addition as mentioned in previous chapters, there are 61 datasets and responses collected from the different four Telecom Companies, (1, 2, 3 and 4).

#### 4.5.1 Training development (TD)

*Q1:TD1:* On the Job, training is an effective tool for learning new skills?

*Q2:TD2:* Development training should include effective communications, team building and coaching.

*Q3:TD3:* Development training programs should be offered to all levels and/or positions?

**Table 4.17:** Mean, SD for Training Development (TD1 TD2 TD3) Question No: 1, 2 & 3

Item	TD1		TD2		TD3		TD	
	N	%	N	%	N	%	N	%
<b>Strongly Disagree</b>	-	-	-	-	1	1.6%	1	0.54%
<b>Disagree</b>	1	1.6%	-	-	1	1.6%	1	0.54%
<b>Neither</b>	2	3.3%	3	4.9%	-	-	5	2.74%
<b>Agree</b>	27	44.3%	38	62.3%	28	45.9%	93	51.09%
<b>Strongly Agree</b>	31	50.8%	20	32.8%	31	50.8%	82	45.05%
Total	61	100%	61	100%	61	100%	182	100%
<b>Mean</b>	4.44		4.28		4.43		4.383333	
<b>Std. Deviation</b>	0.646		0.552		0.741		0.646333	

**Source of data:** Primary Data, 2019

In Table 4.17, it indicates that there are three questions in this variable as Training Development,(TD), initially: [TD1] On the Job training is an effective tool for learning new skills. Secondly: [TD2] Development training should include effective communications, team building and coaching. In addition, the third question: [TD3] Development training programs should be offered to all levels and/or positions. The mean of Training Development test was 4.383 with SD=0.646.

#### 4.5.2 Productivity (P)

*Q4:P1:* The quality of training programs arranged by organizations in Afghanistan is good?

*Q5:P2:* Organizations arranged the training programs on the basis of employees' performance and their capacity gaps?

*Q6: P3: Organizations in Afghanistan regularly arrange training programs of their employees?*

**Table 4.18:** Mean, SD for Productivity (P1 P2 P3) Question No: 4, 5 & 6

Item	P1		P2		P3		P	
	N	%	N	%	N	%	N	%
<b>Strongly Disagree</b>	2	3.3%	1	1.6%	1	1.6%	4	2.18%
<b>Disagree</b>	3	4.9%	3	4.9%	5	8.2%	11	6.01%
<b>Neither</b>	14	23.0%	7	11.5%	7	11.5%	28	15.30%
<b>Agree</b>	30	49.2%	38	62.3%	33	54.1%	101	55.19%
<b>Strongly Agree</b>	12	19.7%	12	19.7%	15	24.6%	39	21.31%
Total	61	100%	61	100%	61	100%	183	100%
<b>Mean</b>	3.77		3.93		3.92		3.8733	
<b>Std. Deviation</b>	0.938		0.814		0.918		0.89	

**Source of data:** Primary Data, 2019

In Table 4.18, Mean and SD for Productivity, which indicates that there are three questions in this variable, used in this case study, initially: [P1] ] The quality of training programs arranged by organizations in Afghanistan is good. Secondly: [P2] Organizations arranged the training programs on the basis of employees' performance and their capacity gaps, the third question: [P3] Organizations in Afghanistan regularly arrange training programs of their employees. The Mean of Revenue test was 3.873 with SD=0.89.

### **4.5.3 Employee (E)**

*Q7:E1: Training programs are essential for addressing employee weaknesses?*

*Q8:E2: Training programs are Ensuring workers satisfaction?*

*Q9:E3: Training programs Increase productivity and the quality of services?*

**Table 4.19:** Mean, SD for Employee (E1 E2 E3) Question No: 7, 8 & 9

Item	E1		E2		E3		E	
	N	%	N	%	N	%	N	%
<b>Strongly Disagree</b>	1	1.6%	1	1.6%	1	1.6%	3	1.63%
<b>Disagree</b>	-	-	1	1.6%	-	-	1	0.54%
<b>Neither</b>	7	11.5%	5	8.2%	2	3.3%	14	7.65%
<b>Agree</b>	26	42.6%	33	54.1%	22	36.1%	81	44.26%
<b>Strongly Agree</b>	27	44.3%	21	34.4%	36	59.0%	84	45.90%
Total	61	100%	61	100%	61	100%	183	100%
<b>Mean</b>	4.28		4.18		4.51		4.3233	
<b>Std. Deviation</b>	0.799		0.785		0.722		0.7686	

**Source of data:** Primary Data, 2019

In the above Table 4.19, it contains three questions, used in this case study for the variable Employee (E), first: [E1] Training programs are essential for addressing employee weaknesses. Secondly:[E2] Training programs are Ensuring workers satisfaction. And the third question: [E3] Training programs Increase productivity and the quality of services. The overall Mean of Employee (E) test was 4.3233 with SD=0.7686.

#### **4.5.4 Revenue (R)**

*Q10:R1:* Training programs results in Consistency in duty performance?

*Q11:R2:* Training programs leads to Reduction in cost?

*Q12:R3:* Training programs result in Reduction in supervision?

**Table 4.20:** Mean, SD for Revenue (R1 R2 R3) Question No: 10, 11 &12

Item	R1		R2		R3		R	
	N	%	N	%	N	%	N	%
<b>Strongly Disagree</b>	1	1.6%	1	1.6%	1	1.6%	3	1.63%
<b>Disagree</b>	2	3.3%	2	3.3%	2	3.3%	6	3.27%
<b>Neither</b>	2	3.3%	4	6.6%	3	4.9%	9	4.19%
<b>Agree</b>	37	60.7%	29	47.5%	29	47.5%	95	51.91%
<b>Strongly Agree</b>	19	31.1%	25	41.0%	26	42.6%	70	38.25%
Total	61	100%	61	100%	61	100%	183	100%
<b>Mean</b>	4.16		4.23		4.26		4.2166	
<b>Std. Deviation</b>	0.778		0.844		0.835		0.819	

**Source of data:** Primary Data, 2019

In above Table 4.20, mean and SD for Revenue, which indicates that there are three questions in this variable, used in this case study, initially: [R1] Training programs results in Consistency in duty performance. Secondly: [R2] Training programs leads to Reduction in cost. In addition, the third question: [R3] Training programs result in Reduction in supervision. The Mean of Revenue test was 4.216 with SD=0.819.

**Table 4.21:** Mean, SD for all variables (TDs Ps Es Rs)

	N	TDs		Ps		Es		Rs		
		Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation	
<b>CompanyName</b>	1	13	4.36	0.32	4.05	0.86	4.28	0.61	4.31	0.93
	2	15	4.31	0.34	3.84	0.67	4.38	0.42	4.24	0.53
	3	16	4.44	0.45	3.98	0.39	4.35	0.48	4.15	0.42
	4	17	4.41	0.73	3.67	0.92	4.27	0.99	4.2	1
Total	61	4.38	0.49	3.87	0.73	4.32	0.65	4.21	0.74	

**Source of data:** Primary Data, 2019

In above illustrated Table 4.21, it has shown that the data sets are compared for all companies, (1, 2, 3 and 4). A comparative results of Mean and SD between data is illustrated by details. And the as it can be seen, the highest mean of Training and Development (TDs) is higher in Company (3) rather than the degree of other factors Es , Ps and Rs for all the companies.

## 4.6 Hypothesis Testing

The researcher has conducted testing of the hypothesis for this study case based on Structure Equation Modeling (SEM) using AMOS IBM version 20. And also for more clarification has used the equation of Linear multiple regression analysis by SPSS version 20.

### ***H0:*** Training and Development->Productivity

As illustrated in underneath table 4.22. Training and Development has slight impact on Productivity in the first place, which confirmed hypothesis H0 (Beta= 0.79; p-value= \*\*\*(<0.280); t-value= 1.091). as a result from research statistics of significance values and the Beta value details it shows that the H0 is **Accepted.**

### ***H1:*** Training and Development->Employee

As a result of statistical analysis in Table 4.22. for the H1 Training and Development has Positive impact on Employee, which is confirmed H1 (Beta= 0.340; p-value= \*\*\*(<0.000); t-value= 3.140). Also the current hypothesis is priority for this case study and supports the H2 gradually. Therefor the mentioned hypothesis is **Accepted.**

### ***H2:*** Training and Development->Revenue

As illustrated in underneath table 4.22. Training and Development has negative impact on Revenue in the 2nd place, which confirmed hypothesis H2 (Beta= 0.191; p-value= \*\*\*(<0.058); t-value= 1.738). As a result, from research statistics of significance values and the Beta value details it shows that the H2 is **Accepted.**

**Table 4.22:** Structure Equation Modeling (Hypo thesis testing)

Hypothesis	Beta	p-value	t-value	Acceptance or rejection
<b>H0: Training and Development-&gt;Productivity</b>	<b>0.079</b>	<b>0.280</b>	<b>1.091</b>	<b>Accepted</b>
<b>H1: Training and Development-&gt;Employee</b>	<b>0.340</b>	<b>***</b>	<b>3.140</b>	<b>Accepted</b>
<b>H2: Training and Development-&gt;Revenue</b>	<b>0.191</b>	<b>0.058</b>	<b>1.738</b>	<b>Accepted</b>

NOTE: \*<0.05; \*\*<0.01; \*\*\*<0.000; CMIN/DF=2.826 ; GFI=0.938; AGFI=0.892; CFI =0.972; NFI=0.957; TLI = 0.959; RMSEA = 0.079

Source of data: Primary Data, 2019

**Table 4.23:** Multiple Linear regression analysis (coefficient)

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.802	0.324		5.568	0
	Ps	0.079	0.072	0.117	1.091	0.28
	Es	0.34	0.108	0.453	3.14	0.003
	Rs	0.191	0.11	0.287	1.738	0.058

Source of data: Primary Data, 2019

a. Dependent Variable: TDs

The variance and R Square estimations are indicated by details in Figure 4.1, as a result of standardized estimates calculation from Amos with respect to the output from SPSS in Table 4.23.

As a result of R Square the estimations for Training and Development as dependent variable or endogenous indicates with R square estimation .57 , the estimation for independent variables or Exogenous variables, as Revenue (Rs)

R Square estimation is .55 , for the Employees (Es) the R Square estimation is .50, and for Productivity there is no R Square estimation available.

As a result of variances, Productivity (Ps) variable is impacting with estimation of .12, Employees (Es) is Impacting with estimation of .45 and Revenues (Rs) is Impacting with estimation of .29, as it has shown in the diagram. For the Training and development, the respondent has given high importance to Employees (Es) first, followed by Revenues (Rs) and last to Productivity (Ps).

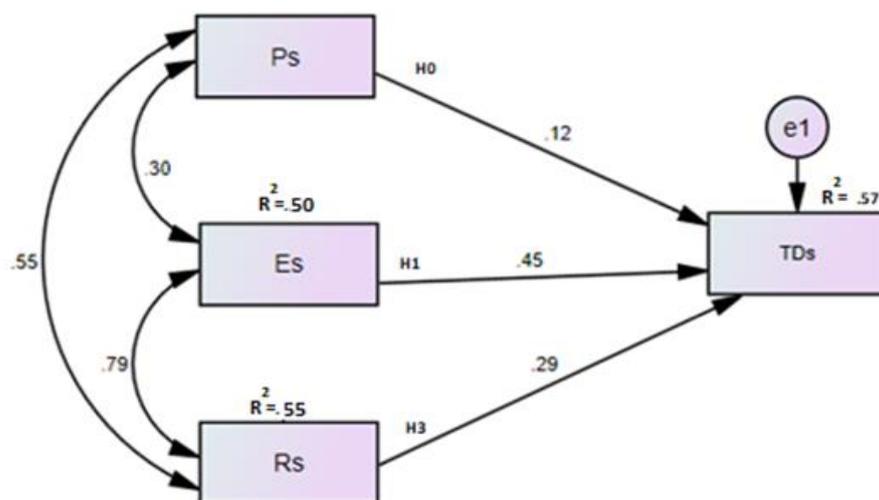
Co variance between independent variables are: Ps <--> Es = .30 , Es <--> Rs = .79 and Ps <--> Rs = .55.

**Observed Variables:**

- Exogenous variables = Independent
- Endogenous variables = Dependent
- Dependent Variable = TDs
- Independent Variables = Ps , Es & Rs

**Unobserved Variables:**

**E1 (Error)** = it's also called Unique variable or unobserved variables, the value is not considered and it's set to zero, usually considered to be set on dependent variable, TDs is determined by Ps , Es and Rs.



**Figure 4.1:** Parameter estimates for final structural model

**Source of data:** Primary Data, 2019



**Table 4.24:** Multiple Linear regression analysis (Model summary variance)

<b>Model Summary<sup>c</sup></b>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.714 <sup>a</sup>	.510	Es ).501	.34870	
2	.752 <sup>b</sup>	.566	Rs).551	.33091	2.182

a. Predictors: (Constant), Es

b. Predictors: (Constant), Es, Rs

c. Dependent Variable: TDs

Source of data: Primary Data, 2019

## **5. CONCLUSION**

After studying the framework research methodology, findings and Analysis portions of this case study, it's the final chapter to implicate as a summary the limitations and the recommendation concepts in this conclusion chapter.

The initial part of this study will be summary of case study and the next phase will be future research to be conduct for this study case.

### **5.1 Short Summary and Conclusions**

Training becomes more and more important for companies looking for an advantage among rivals. Professionals and scholars argue about the impact of training on employee and organization goals. One school claims that learning leads to increased turnover, while others states that training development is a instrument that can point to advanced levels of staff holding (Becker, 1993; Colarelli & Montei, 1996).Irrespective of somewhere someone is involved in this discussion, most experts agree that employee training is a complex staff practice that can greatly influence the success of the company.

In the literature part, this study was established to survey and conduct research on Impact of Training and Development programs on Employees' performance (Employee, Productivity and Revenue) as a case scenario for Afghanistan's Telecommunication Companies.

The business sector chosen for this case study were four multinational Telecommunication companies in Afghanistan namely, SALAAM/AFTEL as company (**S**), Afghan Wireless Communication Company (AWCC) as company (**A**), Etisalat as company (**E**) and MTNA as company (**M**). The researcher has planned sample size of 50-60 employees with-in these named companies who assisted to response the questionnaires. Those employees who responded to the Questionnaire were mostly from the Human Resource Management and

Administration level departments with the frequency rate of 37% HR and 14.80% Administration.

Proven data collection indicated in the demographic questions, the numbers of participants in terms of gender were mostly 78% of male and 13% female.

Regarding the Age of participants, mostly in Afghanistan Telecommunication sector they are young manpower generations, as the frequency shown 55% were between the ages of 26-33 and 45% were between the ranges of 42-49 years old (middle aged).

Concerning to the marital status of the employees, mostly the participants were married with 75% amplitude and the rest 25% were single status. As it comes to the level education majority of people in Afghanistan having up to Bachelor degree in hand, the data collected shown the number of employees' for level of education were 73% and 19% with post graduate (Master degree).

Concerning to the marital status of the employees, mostly the participants were married with **75%** amplitude and the rest 25% were single status. As it comes to the level education majority of people in Afghanistan having up to Bachelor degree in hand, the data collected shown the number of employees' for level of education were **73%** and **19%** with post graduate (Master degree).

Moreover by implementing chi-Square test, its encountered, that majority of employees' (**80.32%**) who's education level is as Bachelor degree, they prefer on-the-site-training type, it's also proved by the assumption significant value, that is **0.016<0.05** in other case to find the independency between Profession versus Types of training categorical variables, which **76%** most of the employees desires for on-the-site-training, however **19.65%** of employees desires for online training. Thus in this case , it's been observed that there is no dependency or inconsistency between these categorical variables, by applying chi-square test, as its indicated the Asymp.Sig value for Pearson chi-square shows **0.05<0.620**.

In addition, with respect to the profession in Telecom companies, they are mostly Private sectors with the frequency of **69%**, although in some companies Government is involved with 10% of shareholders. In this case, study **5%** of the

internship program students also participated which they are doing their final and internship programs in those named companies.

Furthermore, the employees who participated in responding the questionnaires were having more than 5 years of experiences with frequency rate of 52.50%. thus the demand for the types of training were 80.30% onsite, which is far greater in frequency rate than the demand for online trainings.

To mention that, in this case study initially the validity and reliability of the variables through the means of Cronbach's alpha were checked. The outcomes of calculation indicated that all the independent and dependent variables are considered as "very good" with the average of ( $>.80$ ). however for the dependent variable, as Training Development (TDs) the resulted value of Cronbach's alpha was ( $>0.63$ ), which is still acceptable.

At last, Structure Model Equation modeling (SEM) was implemented to regulate if the relationship between the variables, the study proved through hypotheses that the Training and Development have a positive effect on the Employee. Research has revealed that the revenue and income of the company is precisely attached with Training of Employees through their performance and there is chance to increase the productivity of company.

Also for more clarifications, multiple regression analysis was applied as a result the components were compared in the hypothesis-testing portion for the entire tree hypothesis.

## **5.2 Implications of Study**

The result indicates that there is a positive correlation between the dependent and independent variables. The ratio between employee performance, training and development is positive.

The vital role, which is being achieved by the employees' performance, is being done by the Training and development motivation.

Training is vital to achieve the organization's goals. Perhaps the most positive advantage is to improve employees. The organization develops the potential of employees and one of the ways in which the company promotes improvement is

by training. More likely decent training is only as significant as a decent welfare package for a worker and this research will reassure the organizations (Public and Private) companies in Afghanistan to manage and facilitate training development facilities for the employees, so that can assist them to comprehend, and set the training development programs efficiently.

### **5.3 Limitations of the Case Study**

Same as other researches and surveys, this thesis has also some limitations, barriers, therefore this case study cannot be comprehensive to other business sector, and organizations platform. One of the main limitations was the number of male participants in survey responses were greater than the female respondents, however the survey was sent equally to female and male. Secondly, the companies, which participate in this case study in terms of interview or questionnaire, they were very confidential and there was lack of full information and data collected from them.

In general, due to the lack of modern technology and infrastructure or well-equipped libraries in Kabul Afghanistan, it has been observed limitation to find data for this case study.

Furthermore, the cost of budget was also challenge for the researcher in this case study. In last, the most significant limitation was the security issues and restrictions, which led the researcher to many blockades in the situation, which Afghanistan is still suffering from.

### **5.4 Recommendations**

Afterward assembly, dispensation and understanding of the initial data regarding the impacts of training development programs on employees' performance, and discovering out the defects; the investigator has restrain the following recommendations for these Telecommunication Companies in Afghanistan.

- According to research and the findings, telecom companies are not providing regularly time-to-time and updated trainings to their employees, thus the researcher recommends for the Telecom Companies to conduct training

programs frequently for the employees of their organization, which may affect and bring changes on the productivity of the organization.

- Based on the findings, some of the survey respondents as responded that, the training and development programs does not take place “based on employee needs”, which the researcher suggests, that the employees needs to be evaluated and based on their performance they should get training facility from their organization.
- For the organization management, it’s required when they acknowledge for the weakness of their employees and perhaps they should arrange training and development programs for the certain weakness elimination.
- Satisfaction of employees play main role in the company which they work for, since its more in-Teague with their ability to perform their duties with all the good interest for the organization. Therefor the researcher recommends for the Telecom Companies to conduct training programs for their employees’ and employees’ may feel satisfied.
- Training and Development can be used as tool to the supervision, as long as the employees’ of the organisation are well trained, they may get well skilled and well knowledged, and the level of significant guidance maybe less required.
- At last, the researcher recommends that, per the survey responses, the Telecom Companies in Afghanistan may require to devote more precisely on the excellence of the training development programs, because approximately of the employees’ believe that there are not much of the quality on the training programs for them.

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## **APPENDICES**

**Appendix A:** The Cover Letter sent to the Questionnaire Respondents

**Appendix B:** Companies Report: Questions/Answers part

## **APPENDIX A:**

The Cover Letter sent to the Questionnaire Respondents, Questionnaire regarding:  
**IMPACT OF TRAINING PROGRAMS ON EMPLOYEES' PERFORMANCE: A CASE STUDY ON AFGHANISTAN'S TELECOMMUNICATION COMPANIES.**

My Name is Ahmad Mujtaba Ahmadi and I'm a Master degree student at Istanbul Aydin University (IAU). This survey is an introduction to the main reason as to why your participation in this questionnaire is required.

This study is a research study on the thesis title "Impact of Training Programs on Employees' Performance – A case Study on (Afghanistan's Telecommunication Companies)". It is in partial fulfillment of one of the requirements for the attainment of the award of the Master Degree in Business Administration.

My research project endeavors to generate knowledge to be utilized in understanding training and development of employees. The study specifically focuses on determined how training and development effects employees performance. As representative of your company your views are importance in my study and I would appreciate you responding to this questionnaire. This is purely academic purpose and your response will be kept confidential and anonymous.

Thanks for your time, cooperation and contribution to my study. I shall be released to send you a copy of the findings of the study if you desire so.

### **Thanks & Regards**

Ahmad Mujtaba Ahmadi

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### Part I Section (A) : Questionnaire of Demographic Profile

The following questions refer to the demographic profile of the respondents.

1. Gender?

Male	
Female	

2. Age?

18 - 25 years	
26 – 33 years	
34 – 41 years	
42 – 49 years	
50 and more	

3. Your marital status?

Married	
Single	

4. Educational level?

Primary School	
Secondary School	
Bachelor Degree	
Graduate	

5. Your profession?

Private sector	
Public sector	
Student	

6. Company Name?

AFTEL/SALAAM	
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AWCC	
Etisalat-AFG	
MTNA	
Roshan	

7. Job Experience in this sector

Less than 6 months	
6 months - 1 year	
1-2 years	
3-5 years	
More than 5 years	

8. Department?

Admin	
Operations	
Finance	
HR	
Sales-Marketing	
Maintenance	
Planning	
Other	

9. Training Schedule

Once per week	
Twice per week	
Weekends	
Based on Employees' Need	
Other	

10. Type of Training

Online training	
On the site training	

## Part I Section (B) : Scale Questionnaire

Please Rate each statement using the following scales

1. On the Job, training is an effective tool for learning new skills?

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
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2. Development training should include effective communications, team building and coaching.

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
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3. Development training programs should be offered to all levels and/or positions?

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
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4. The quality of training programs arranged by organizations in Afghanistan is good?

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
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5. Organizations arranged the training programs on the basis of employees' performance and their capacity gaps?

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
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6. Organizations in Afghanistan regularly arrange training programs of their employees?

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
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7. Training programs are essential for addressing employee weaknesses?

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
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8. Training programs are Ensuring workers satisfaction?

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
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9. Training programs Increase productivity and the quality of services?

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
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10. Training programs results in Consistency in duty performance?

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
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11. Training programs leads to Reduction in cost?

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
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12. Training programs result in Reduction in supervision?

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
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## **APPENDIX B: Companies Report: Questions/Answers part**

### **Report1: Minutes of Meeting with SALAAM/AFTEL HR Director**

Afghan Telecom is a Wireless (voice & Data) and Fixed line Telecommunication Company which is under the joint stock Company shared by 80% Private entity and 20% owned by Government. Afghan Telecom has established its OFC (optical fiber Cable) borders with national and international markets, formulating a wide range network of businesses to international carriers with the leg of OFC backbone with the total network length 3,100Km in overall Afghanistan, **at the meantime its interconnected with the surrounding Countries such as Iran Tajikistan, Uzbekistan, Turkmenistan, Pakistan and its planned to be connected in nearly soon by 2020 with Republic of China with its Fiber System.**

Some of the Services by Afghan Telecom are: GSM services (Voice/Data) 2G & 3G, ISP, DSL, Dial-up internet, WIMAX, Microwave, Fixed line, CDMA, PABX services in different regions and provinces of Afghanistan.

Afghan Telecom (AFTEL) has started its training development programs since the beginning of the company on 2005, AFTEL HR department has 5 divisions such as, Recruitment /hiring, Appraisal/ Evaluation, Training & development, Payroll, compensation teams. Afghan Telecom has 2200 Employees which are directly reporting and 1400 casual employees in 7 different regions all over Afghanistan. AFTEL (Afghan Telecom) is investing approximately 14.000.000 (AFN) per year over its Employees' training in different departments such as Technical, and non-technical fields (Marketing, Administration, and other portions).

**AFTEL TNA System:** Training needs assessment is in order to check the employee's cavity based on their current and future needs. AFTEL Training and Development team seeks more on onsite (classroom) trainings radar than the online training programs.

in current year AFTEL HR team has record of 50 personnel which are assed for trainings and totally 70% to 100% of its Employees so far from 2005 upto 2018 are being trained in different fields and programs. Nearly each year 10

personnel are being selected through their performance and evaluation program and

they are being elected for preceding their higher education (Master degree) programs in abroad universities such as Korea and Philippines with fully funded scholarship (AFTEL, 2018).

In addition AFTEL also provided criteria for those employees to proceed their higher education programs to different local universities with 60% of fund support by AFTE.

### **Implementing Management Development Programs**

Internal Capacity building programs are integrated (AFTEL, 2018) to develop administration level employees and for them to make sure they can do presentation and orientation programs for other under developed employees.

**Technical Trainings:** normally Technical training of Afghan Telecom is being sponsored by Ministry of Information and Communication Technology (MCIT). Technical trainings are divided into two sections Wireless IT related and Fixed line (Telecom side).

**Non-Technical Trainings:** most of the trainings which are non-technical, they are being assed by Afghan Telecom management itself for the purpose of its employees development and those trainings are Costly to the company. Normally AFTEL affiliates with Local and International Consultants in order to get the for its employees. And those trainings are costing 250.000 AFN for each individual employee in different sections, such as SCM, ERP and CRM.

**External Trainings:** AFTEL nominates (10) of its employees based on their training needs to different international countries such as India, UAE and Kazakhstan).

**Vendor trainings:** since Afghan Telecom is a telecommunication company and it has support for its telecom equipment from ZTE and Huawei companies, and based on the employees needs and training assessments, it sends employee's to those vendors or support H.Qs for their training development programs.

Civil and Administration Level Trainings: This is another achievements for Afghan Telecom, which some of such trainings are also sponsored by some points by MCIT.

Internship Programs: Afghan Telecom Company offers Local and International internship programs for universities from Afghanistan's public universities, such as Kabul University and aswell as for International universities. (AFTEL, 2018) Students from KSA (Kingdom of Saudi Arabia) universities were trained in Telecommunication sectors.

### **Report 2: Minutes of Meeting with AWCC HR and ADP Team ( Afghan Development)**

Afghan Wireless Communication Company, which is known as Afghan Wireless or AWCC, and subordinates of Telephone system for International and is Afghanistan's first wireless Telecommunications company. Founded in 1998 by Ehsanollah Bayat the Chairman of Bayat groups, who is leading Media and Telecommunications (Afghan Wireless, Ariana TV and Radio), Energy (Bayat Energy), Construction, Security and Logistics Enterprises.it is stationed in Kabul, Afghanistan with various regions. the company is a joint venture between the Bayat Group and the Afghan Ministry of Communications (MCIT). Afghan Wireless launched the first 4G LTE service in Afghanistan in 2017.

AWCC has other services aside from GSM (voice/data), such as ISP,PABX, Microwave, Superwifi. AWCC has 6000 Employers all over Afghanistan, which is having the most hugest subscribers in Afghanistan, that provides GSM service to 5000.000 customers.

**-ADP** (Afghan Development Program) Established in 2006 for the purpose of Socializing, orienting, training and developing employees refer to a process of helping new employees adapt to their new organization and work responsibilities.

**-Vision** To be a premier developmental department within AWCC that systematically combines education, training and research across its departments to prepare employee for diverse and challenging roles in complex domestic and comprehensive environment.

**-Mission** to provide quality education, offer opportunity for growth and new knowledge based research that enables ADP to be a school with foundation of Excellence at all level.

Through focusing on TNA outreach, ADP conveys & applies current Expat knowledge to expand local staff growth by providing them opportunity to take more responsibility on their shoulders.

**-TNA (Training Needs Assessment)**

The assessment begins with a "need" which can be identified in several ways but is generally described as a gap between what is currently in place and what is needed, now and in the future.

Gaps can include discrepancies/differences between:

- What the organization expects to happen and what actually happens.
- Current and desired job performance.
- Existing and desired competencies and skills.

A TNA is a basic tool used for identification of the skills and real trainings needs of individuals and organizations. The gap between existing skills and the skills required to perform duties competently, is the indicator of the training need in a Training Needs Analysis, the techniques of job analysis, skill analysis and skills are combined in order to identify differences between what is required on the job and what an individual or group possesses. Knowledge, manual skills and attitudes, or competencies can be analyzed.

**Why TNA?**

- The success of the organization like AWCC requires that everyone performs at his optimum level.
- In order for people to be productive in their present jobs and be ready for advancement.
  
- To Improve need of individual employees and bring sufficiency in their performance.
- Study organizational and operating as well as appraisal of performance and potential of individuals.

**Reasons for doing a TNA:**

- Clarify a goal, problem or opportunity
- Get more data around the current situation vs. Desired situation (feedback to Management)
- Separate organization system issues from performance issues from gaps in skills and knowledge
- Determine if training is needed, if what so, what type?
- Recommend solutions, training and non-training
- To find out the current skills levels
- To find out future skills levels
- Determine the plan that will justify the cost of the effort
- Avoid a training program for training program sake
- Make evaluation easier
- Make self-training programs to management and Trainees much easier
- Make training content relevant and systematic
- To identify over-skilled and under-skilled individuals for career development purposes
- To help in long term planning
- To meet regulatory requirements
- 

**Levels of the Assessment**

- Organizational Analysis
- Task Analysis
- Individual Analysis

Looks at the effectiveness of the organization and determines where training is needed and under what conditions it will be conducted.

**The organizational analysis should identify:**

- Environmental impacts
- Changing work force demographics
- Changing technology and automation.

- Organizational goals (how effective is the organization in meeting its goals),
- Resources available (money, facilities; materials on hand and current, available expertise within the organization)
- Climate and support for training (top management support, employee willingness to participate, and responsibility for outcomes).

### **Task Analysis**

Provides data about a job or a group of jobs and the knowledge, skills, attitudes and abilities needed to achieve optimum performance

#### **Sources for collecting data for a task analysis:**

- Job description -- A narrative statement of the major activities involved in performing the job and the conditions under which these activities are performed.

If an accurate job description is not available or is out of date, one should be prepared using job analysis technique.

- KSA analysis ---- A more detailed list of specified tasks for each job including Knowledge, Skills, Attitudes and Abilities required of incumbents.
- Performance standards ---- Objectives of the tasks of the job and the standards by which they will be judged. This is needed to identify performance discrepancies.
- Observe the job/sample the work.
- Job inventory questionnaire ----Evaluate tasks in terms of importance and time spent performing.
- Ask questions about the job ---- Of the incumbents, of the supervisor, of upper management.
- Analysis of operating problems ---- Down time, waste, repairs, late deliveries, quality control.

### **Individual Analysis**

Analyzes how well the individual employee is doing the job and determines which employees need training and what kind.

Sources of information available for a individual analysis include:

- Performance evaluation --- Identifies weaknesses and areas of improvement.
- Performance problems ---- Productivity, absenteeism or tardiness, accidents, grievances, waste, product quality, down time, repairs, equipment utilization, customer complaints.
- Observation ---- Observe both behavior and the results of the behavior.
- Work samples ---- Observe products generated.
- Interviews ---- Talk to manager, supervisor and employee. Ask employee about what he/she believes he/she needs to learn.
- Questionnaires ---- Written form of the interview, tests, must measure job-related qualities such as job knowledge and skills.

**KSA:**

**Knowledge:**

Is the foundation of upon which abilities and skill are build. Knowledge refers to an organized body of knowledge, usually of a factual or procedure nature, which if applied, makes adequate job performance possible. How awareness and understanding of circumstance and facts.

**Skills:**

Refers to the capability to perform job operation with ease and precision. Most often, skills refer to psychomotor-type activities. The specification of a skill usually implies a performance standard that is usually implies a performance standard that is usually required for effective job operations.

**Abilities:**

Usually refers to cognitive capabilities necessary to perform a job function. Most often, abilities require the application of some knowledge base.

**Report 3:Minutes of Meeting with ETISALAT HRD Team**

**History:** The Etisalat Group is the administrative organization which is based in Abu Dhabi, UAE. Which operates in 15 African, Asian and middle east countries such as, UAE Saudi Arabia,Egypt, Afghanistan, Sri Lanka Pakistan, Benin, Central African Republic Gabon,Ivory Coast Niger, Nigeria, Sudan, Tanzania, Togo.

In 2004 Etisalat earned the second mobile license – the first third-generation (3G) mobile license – in Saudi Arabia. Afterwards , the company is being witnessed with the rapid development that has positioned it as one of the world’s fastest rising operators, with subscribers rocketing around 3,475 per cent from four million in 2004 to 141 million in 2013.

Etisalat Afghanistan - 2001- after revolution in Afghanistan, number of illiterates were high, and by the startup of Etisalat Communication company in Afghanistan there were 30 personnel, and they were called (GT), Etisalat-AFG sent all those personnel to Etisalat UAE for the purpose of training.(Etisalat, 2018). Etisalat Afghanistan is providing supreme connectivity to its subscribers through roaming agreements with 231 operators in 116 countries.

**-Training Development Program** for employees was started in March 2011 (admitting employees to Universities) and giving them chance to process their higher level education.(Etisalat 2018).

**-TNA (Training Needs Assessment)** programs were also lunched for development of the employees in their carrier in different telecom sectors (technical and non-technical departments) were assessed.

-cost saving, 2014– Internal/expert Training programs were carried, in which employees in different departments were able to get training from senior and educated employees in different sections.

**-Development** – Casual employees (semi-skilled workers), guards, cleaners..etc. they were also given the chance to use resources from inside the company such as , computer labs, library and etc facilities, to develop their knowledge and skills.

**-Library ( E-library and Library)** facilities were integrated inside Etisalat-AFG for the purpose of needs and employees development, which can help employees to use this facilities anytime inside the organization.

**-Certification department** online Exams, such as ACCA, CCNA Database certifications, ...etc were is lunched to support employees to process their online certifications from different vendors.

**-Revenue** has highly increased since the time which Employee Development Programs were assessed in Etisalat-AFG.

#### **Report 4: Minutes of Meeting with MTN HR (Learning and Development).**

**History:** MTN Group was initially launched in 1994, the MTN Group is a multinational telecommunications group, operating in 21 countries over Africa, Asia. MTN Group is listed on the JSE Securities Exchange in South Africa under the share code: "MTN". as of 31 December 2008, MTN gained 90 million customers across its all over activities in Afghanistan, Benin, Botswana, Cameroon, Cote d'Ivoire, Cyprus, Ghana, Guinea Bissau, Guinea Republic, Iran, Liberia, Nigeria, Republic of Congo (Congo Brazzaville), Rwanda, South Africa, Sudan, Swaziland, Syria, Uganda, Yemen and Zambia. To mention that MTN Group has sponsored the 2010 FIFA World Cup South Africa and has high-class mobile content rights for Africa and the Middle East.

**Investcom**-owned MTN (Areeba) has begun its commercial activities in Afghanistan, the countries third mobile operator joins market leader among the two ahead mobile operators such as AWCC and Roshan.

Afghanistan's third GSM (Global service for Mobile) license holder has launched commercial services in the country. MTNA (Areeba Afghanistan), a subordinate of Lebanon-based Mobile operator Investcom, has begun services in four provinces of Afghanistan such as Balkh, Kabul, Nangarhar and Kunduz.

On September 2005 the license was achieved for 15 years, since then it has begun the investment of training over its employees. MTN is investing 7000\$ – 8000\$ per month on training portion to its Employees in different departments, such as IT related, Telecommunication units and other different fields.

#### **TNA (Training Needs Assessment)**

MTN Learning & Development department was integrated right after the startup of the company, and the TNA system starts in order to check the employee's gap based on their current and future needs.

- TNA Application is combination of performance + Evaluation + Survey + gaps to check division heads. By the help of TNA application employees are being checked based on their annual performance and activity, as long as they

are evaluated then they will get the opportunity to carry on the training facilities. Also to mention that the survey system takes place to check the expectation of employees from MTN and which trainings they demand.

Also the TNA application system is developed not only for the purpose of training assessments, but management gets the chance to go through its senior or its heads by giving the opportunity to its normal employees.

- Monthly training programs for senior and middle level TTTs to develop their communication skills such as to conduct presentations, seminars.
- Based on Employees experience, MTN provides training facility for all its employees which has 6 months above experience on the field.
- Expats in the company has the opportunity for training based on employees' count.

MTN facilitates to its employees, 2 types of training and development programs, 1. Online based trainings, 2. Class room trainings.

- Online Trainings takes place based on employees' needs and training gaps MTN has facilitated IT related programs, such as Microsoft programs, Employee motivation programs, etc.
- Classroom Trainings (onsite programs) normally held outside the country (South Africa, Sudan and Dubai) also this depends on based on their Fields, such as if its technical or technical related, MTN Afghanistan sends 2 or 3 of its staff to visit abroad countries and fulfill their training needs in MTN multinational group headquarters.

**TTT (Train the Trainer):** The TTT training is organized in two distinct phases, phase 1 involves the introduction of huddle up's educational philosophy and training organized into educational units on Leadership, Battering, sexual harassments the second phase discusses about that the participants to be trainers.

- Management trainings are occasionally being conducted for employees in higher hierarchy positions and then after that, which they have achieved the trainings, they would implement the trainings to the other senior and junior employees.
- Performance evaluation was

## **External Trainings**

Normally MTN nominates (2 or 3) of its employees to South Africa MTN H.Q based on their carrier development needs and assessments. and this external trainings takes places for 2 actual manners.

- Professional level, those employees which will be sent for training only to get training from the support and come up for implementation only in its certain field for professional level.
- TTT normally they are responsible to get the training from the training facility or institution and train other employees with in the MTN corridor.

## RESUME

Name Surname: Ahmad Mujtaba AHMADI

Place/Date of Birth: Kabul-Afghanistan –23.12.1988

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### Education:

2017-2019 Istanbul Aydin University , Master in Business Administration (**MBA**)

2018-2019 St. Cyril and St. Methodius, University of Veliko Tarnovo, Bulgaria,  
**Erasmus+** exchange program for 2 semesters

2010-2014 Rana University, Bachelor Computer Sciences (BSC), Kabul-Afghanistan

### Work Experience:

2007-2018 NOC Sr.Supervisor, Afghan Wireless Communication  
Company(AWCC),Kabul-Afghanistan

2007-2008 Insta Telecom, IT Technical , Kabul-Afghanistan

### Languages:

- Dari: Native Language
- English: Advanced
- Indian/Urdu: Advanced
- Pashto: Advanced
- Turkish: Good

### Skills:

- Communication, Teamwork, Problem Solving, Flexibility, Creativity
- Computer skills ( Microsoft Office ) and others
- Personal Statement:

### Personal Statement:

A postgraduate student with strong Management skills, my degree is Executive MBA, as a mature student I have qualities to bring to the work place such as good team work, organizational skills, efficiency and I am very meticulous, I show pride in all the work I do, I work well under pressure and I love work with creativity and professionalism. I possess excellent verbal and written communication skills and am able to relate to a wide range of people.