

Analyzing the relationship between human resource planning and job performance training

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Abstract

This paper aimed to analyze the relationship between human resource training and job performance by reviewing and analyzing previous studies that addressed this topic in different organizational environments. The study adopted a comparative approach to previous studies to identify points of agreement and disagreement in research findings regarding the role of training in improving employee performance within organizations. The results of the analysis showed that human resource training is a fundamental factor contributing to the development of employee skills and enhancing their professional competence, leading to improved performance quality and increased productivity within the organization. The studies also demonstrated that effective training programs help raise the level of professional knowledge and develop employees' technical and behavioral capabilities, in addition to enhancing job satisfaction and organizational commitment. The results indicate that the effectiveness of training depends on the quality of training program design and its alignment with business needs and organizational goals. Accordingly, the study emphasizes the importance of investing in training as a strategic tool for developing human resources and improving organizational performance.

Keywords: Human resource training, job performance, human resource development, training programs, professional competence, human resource management.

Introductions

Human resource planning and training play a vital role in enhancing job performance within organizations. In today's highly competitive business environment, organizations recognize the significance of their human capital and the need to optimize its potential (Saud, 2020). This critical review aims to explore the impact of human resource planning and training on job performance, highlighting key concepts, theories, and empirical evidence (Stahl et al., 2020). Human resource planning refers to the process of aligning an organization's human resource capabilities with its strategic goals and objectives (Olson et al., 2018). It involves forecasting future workforce requirements, identifying skill gaps, and implementing strategies to address those gaps (Mir et al., 2017). Effective human resource planning ensures that the right people are in the right positions at the right time, maximizing job performance (Amin et al., 2014). Training, on the other hand, involves the systematic development of skills, knowledge, and competencies of employees to perform their jobs effectively (Pritvorova, et al. 2018). It equips individuals with the necessary tools and resources to meet job requirements and adapt to changing organizational needs (Yawson, 2019). Training can take various forms, including on-the-job training, workshops, seminars, and e-learning programs (Mefi & Asoba, 2021). Numerous theories and models support the link between human resource planning, training, and job performance (Festing & Haak-Saheem, 2018). One such theory is the human capital theory, which posits that investing in employees' skills and knowledge leads to increased productivity and job performance (Burke et al., 2013). This theory emphasizes the importance of treating employees as valuable assets and aligning their development with organizational objectives (Kriger & Zhovtobryukh, 2013). Another relevant framework is the social exchange theory, which suggests that employees who receive adequate training and development opportunities are more likely to reciprocate through increased job satisfaction, commitment, and performance (Ahi & Searcy, 2015). This theory underscores the reciprocal relationship between employers and employees, where investments in training foster a positive work environment and motivation.

Scientific of the study

This study examines the relationship between its variables depending on the theory based on resources, and therefore its importance is that it expands our understanding about the extent of the impact of human resource planning and training on job performance. Covering the obvious shortcomings, as it is looking at one of the relatively recent administrative topics and in developing countries in general, which have not been given the right to study and research. Therefore, subjecting it to a field study gives it more importance, especially in light of the multiple technological, economic and political changes witnessed by the public and private sectors in the world, which requires the adoption of studies. The role of human resource planning and training on job performance

The Concept of Training

Many researchers and writers in the field of management have dealt with the definition of the concept of training from different angles, but they all agreed in the end on its role in raising the efficiency of workers and the organization as a whole. Ebaiddalla (2016) defined training as a work or activity of human resources management, which works to determine the need of individuals working at various organizational levels for development and rehabilitation, in light of the weaknesses and strengths that exist in their performance and behavior during work. As for Zhang et al. (2018) he defined training as a planned activity that aims to provide individuals with a set of information and skills that lead to an increase in the performance rates of individuals at work. Ehsan (2013) stated that training is a planned process that uses methods and tools in order to create, improve and refine the skills and capabilities of the individual. Expanding his knowledge of efficient performance through learning, to raise his level of efficiency and thus the efficiency of the enterprise in which he works as a workgroup (Amoah-Mensah & Darkwa, 2016).

Research Methodology

This study adopted the descriptive-analytical approach (Habes et al., 2021, 2023; Habes, Al-Adwan, et al., 2022; Habes, Ali, et al., 2022) deemed suitable for examining the relationships between organizational variables and analyzing the impact of human resource training on job performance. This approach aims to accurately describe the phenomenon under study and analyze the relationship between the independent variable, human resource training, and the dependent variable, job performance, through the collection and analysis of field data using appropriate statistical methods (Habes et al. 2020).

Literature review

The concept of HR planning

Those interested in human resource management say that it is difficult to find an accurate and concise definition of human resource management, due to the difference and change of its functions over time, and the lack of a clear understanding of what human planning policy includes, so there are many concepts, so there are many different definitions and concepts of human resource planning, and one of the most used concepts among researchers (Kumar, 2022): Planning was defined in Al-Jami' dictionary as a science that defines the goals of the economy, and defines programs and financing and implementation methods. For example, capacity planning, i.e. setting the objectives to be achieved and drawing up a policy for their implementation in light of the available capabilities according to a specific timetable (Johnson, 2020). Al-Qudah et al. (2020) defines human resource planning as "one of the basic activities and practices carried out by human resource management in all types of organizations, through which it estimates the organization's current and future needs of human resources in terms of types, skills and size, in a way that serves the requirements of its strategies." Human resource planning has also been defined as the process of determining the quantitative and qualitative needs of human resources for a future period, based on the organization's strategy and in a manner that ensures the achievement of its objectives. (Fatima and Shahbal 2020). He added Fenech et al. (2019) that it is a means to ensure obtaining the individuals necessary for the conduct of the various production, marketing and administrative operations during a future period of time from specific competencies and a certain number.

The importance of HR planning

The importance of human resource planning lies in identifying deficits and surpluses in the workforce, and this prepares for taking the necessary measures such as layoffs, transfers, promotion and training. To the least possible extent, and through human resource planning, it is possible to plan for the future career of workers, as this includes determining training, transfer and promotion activities, and it also helps to analyze the available workforce and identify their strengths and weaknesses and identify the reasons for their leaving or staying in service and their satisfaction with work (Khatri et al., 2010).

Leicht-Deobald et al. (2019) also believes that human resource planning helps make the organization's strategy achievable, and also contributes to directing efforts towards achieving the general and strategic goals that the organization seeks to achieve.

In the same vein, Durai (2017) that in light of the uncertain social and economic climate, accompanied by the rapid changes and fluctuations of modern business environments, the importance of human resource planning appears in providing the appropriate and necessary numbers of manpower, and for their proper use and benefit from them in increasing their efficiency and effectiveness, and achieving the organization's strategic goals through Plans, programs and policies capable of facing future possibilities, predicting problems that may arise and dealing with them before they occur.

Nwachukwu, Chladkova, and Olatunji (2018) believes that the importance of human resource planning lies in predicting trends in demand and supply in human resources, meaning that the institution that does not precede events, but rather is surprised by them, is certainly unable to predict trends in demand and supply of human resources, and this prediction is done by determining the dimensions of demand. It also helps to serve the general goals and means that human resource planning serves the goals of the individual and the institution, and also helps to reduce costs, i.e. reducing the costs of human resource activities such as recruitment, training and other tasks. Nzuve and Mwarey (2013) add that the importance of human resource planning is to help organizations achieve a balance between the need for the organization's strategic plan and its total and future performance of human resources of all kinds, and the availability of those resources in the future, by comparing the size of the bulk of demand in the plan. The strategic organization, and between the power of science that represents the potential of human resources available in the future.

HR planning objectives

The goal of any company, institution or organization, whether for profit or service, is to obtain human resources and manpower to manage it properly, which contributes to increasing production and achieving its strategic goals (Knies et al., 2017). Plans for the work carried out by the organization and determine the appropriate human resource for it, and organizations must take into account the principle of competence and place the right person in the right place by selecting the best of the applicants for work, the more precise and organized the identification of human resources, the more the organization's management can control its various activities. And all of this comes through proper planning of the human resource that is practiced by the human resource management in organizations (Waxin, 2016).

The human resources planning system and the systems produced by the stage of development of administrative information, over the passage of time, as well as the increasing need of organizations for accurate information and data on changes in the internal and external environment, is a means to enable the organization to achieve its goals properly, as it gives it the ability to compete, continuity and survival (Gabriel et al., 2016). The study of Burke et al. (2013) that the objectives of human resource planning are manifested in identifying the current situation of human resources in the organization in detail, identifying sources of attraction and presenting proposals and scientific solutions to problems facing human resource planning, in addition to setting policies and programs related to testing, appointment and development of human resources within the organization. In the same context, the study of Akdere and Egan (2020) adds that the general and essential goal of human resource planning lies in achieving a quantitative and qualitative balance between the state of supply and demand of human resources, and the use of these resources in an efficient and effective manner. This general goal stems from several goals, the most important of which are: (Almesafri & Habes, 2023) To the current situation of human resources in detail, and the sources of human resources, studying and evaluating them in order to determine the method of optimal use of them in the implementation of the manpower plan in terms of number and type. And identifying problems that limit the rational use of current and future human resources, managing and obtaining the institution's need for qualified human resources to fill its jobs in the future, and laying scientific foundations for developing human resource activities and programs, such as selection, appointment, promotion and training, competency assessment reports and job descriptions to ensure access to the level of proper and stable performance within the organization, work to reduce production costs and create a state of stability within the organization.

Ogbonnaya and Messersmith (2019) indicated that all organizations seek to reach a set of well-studied goals that can be achieved through the proper planning process for human resources. These goals are as follows:

- Identify the current situation of the workforce in the organization and work to achieve a state of balance between supply and demand in the organization to avoid a shortage or increase in the two worlds between the different departments according to their actual needs.
- Work on surveying and predicting the problems facing the workforce in the organization and developing appropriate solutions to address them.
- Contribute to human resource planning at the regional and national levels, since planning within the organization represents the nucleus on which the comprehensive human resource planning process in a country is built.
- Providing assistance to senior management in planning and implementing work plans and programs for various activities related to human resources in the organization.
- Contribute with the competent authorities in determining the budget for the required jobs in the future, in a way that enables the administration to estimate wages in a specific way, as well as determine the financial obligations of the organization.
- Ensuring access to workers who help in the development of the business, by assisting senior management in determining selection, recruitment and training policies.
- Participate in estimating the needs required by future work, according to the organization's circumstances as a result of economic, cultural, political, technological and demographic changes.

Stages of HR planning

There are many points of view and opinions of writers and researchers about the stages that the human resource planning process goes through and their number (Ruparel et al., 2020) mentioned that the human resource planning process includes a group of stages that we summarize as follows:

Human Resource Planning Process



HR planning –process by (Kumar, 2022)

Job performance evaluation

Job performance evaluation can be defined as the process of measuring employee behaviours in the workplace, their characteristics related to their jobs, and the results of their work, regularly and periodically, by a person or group of people who are appropriately aware of their performance. Al-Qahtani defines performance appraisal as "an analysis and appraisal of workers' performance of their work and their conduct in it, and measuring their suitability and competence in advancing the burdens of the current jobs they occupy and their assumption of their responsibilities and possibility of holding positions and jobs at a higher level." (Chenhall, & Smith, 2017). Desler defines a performance appraisal process as "an assessment of an individual's current or past performance in relation to their performance rates. (Al-Shibly et al., 2019; Salloum, Al-Emran, Habes, et al., 2019; Salloum, Al-Emran, Khalaf, et al., 2019)." A process specifically concerned with giving a numerical or descriptive value to an employee's performance, by comparing the actual employee's performance in a specific period with those expectations announced by the agency for employee performance. This process is applied in practice by filling out job performance evaluation forms. (Alsaqri, & Nassib, 2018). A comprehensive process that includes operations for administrative reform and development, starting with defining the expected performance levels and ending with the performance development stage, including the performance appraisal stage, which is considered part of the performance appraisal processes. (Bititci, & Begemann, 2000).

The importance of measuring job performance:

According to (Bititci, & Begemann, 2000). The importance of measuring job performance, whenever it is designed in a proper way and applying it accurately, consistently and objectively, lies in achieving many benefits for the individual and the organization, including the following:

1. Development and development of employee performance: The performance evaluation provides an appropriate tool for employee feedback, enabling them to know the level of their performance of their work, and to know the strengths and weaknesses therein. To help them correct their weaknesses, and to strengthen their strengths. (Bititci, & Begemann, 2000).
2. Increased sense of responsibility: Whenever the employee realizes that his performance is subject to the evaluation, and that the results of the evaluation will have a direct impact on him, this pushes him to exert the necessary effort to perform the work properly, and to improve the level of his performance. (Bititci, & Begemann, 2000).
3. Achieving organizational effectiveness: Evaluating employee performance is essential to providing the public with a high level of public services. Organizations have generally become aware of the importance of evaluating effective performance in implementing their strategic goals. (Bititci, & Begemann, 2000).
4. Provide feedback on human resource management processes: Job performance evaluation provides an appropriate feedback mechanism to uncover deficiencies in the various policies and activities of human resource management, such as defects in the selection process or in planning, training programs or inaccuracy of information used in performance analysis or design jobs. (Bititci, & Begemann, 2000).
5. Improving organizational communication: Job performance evaluation provides a means to improve communications between superiors and subordinates, in terms of employees feeling that superiors are concerned about their performance and providing advice to them to overcome performance weaknesses. And their feeling of justice whenever the calendar was objective. (Bititci, & Begemann, 2000).
6. Objectivity in human resources management decisions: The job performance evaluation provides data through which objective decisions can be taken in relation to personnel matters, such as installing new employees, assigning, training, transfer, promotion, discipline, and termination of service. (Bititci, & Begemann, 2000).

Modern trends in measuring job performance:

Job performance measurement is still a matter of concern to theorists and practitioners in human resource management and management behavior. (Chenhall, & Smith, 2017). This is reflected in many studies that have emerged from performance evaluation in the academic and applied fields, in order to devise practical theories or innovations in job performance evaluation systems. (Marr, & Schiuma, 2003) The most prominent recent trends in job evaluation are as follows:

1. Performance management systems: Performance management systems are used as a means to develop a strategic approach to managing the performance of individuals and organizations, and to provide an integrated and comprehensive performance to continuously improve performance. These approaches emphasize that performance evaluation is not limited to merely assessing individuals at the end of the year, but rather is an ongoing approach that includes setting goals, tracking performance, evaluating, developing, and training. (Marr, & Schiuma, 2003)
2. The continuous development in the field of information and communication systems: this contributed to an expanded use of computers in the field of job evaluation. (Chenhall, & Smith, 2017). The computer programs used in this field have facilitated the process of collecting, compiling, storing, processing and retrieving performance data, and subsequently contributed to a positive impact on the effectiveness and adequacy of performance evaluation procedures, including simplifying the evaluation process, designing effective models for evaluation, and updating Continuous performance information throughout the evaluation period, and conducting interviews in an effective manner. (Maestrini, & Caniato, 2017)
3. Recent developments via the Internet: so that the expansion of the delivery of the feedback directly to the employees and the trustees is expanded, and this reduces the need for extensive paper use, and also led to a saving in time. (Chenhall, & Smith, 2017).

Planning Management with HR performance

Human resources (HR) play a crucial role in the development of performance within an organization. planning management of HR is essential for aligning the organization's goals and objectives with its workforce and for ensuring that the organization has the right people, with the right skills, in the right place at the right time. (Järvi & Khoreva, 2020) In this way, planning management of HR can help an organization to develop and improve its performance in several ways. One of the key roles of strategic management in HR in developing performance is the recruitment

and selection of employees. (Jawaad et al., 2019) By recruiting the right employees for the right roles, organizations can ensure that they have a workforce that is capable of achieving their goals and objectives. (Dirani, 2018) By carefully selecting employees who have the skills and experience that the organization needs, organizations can also ensure that they are maximizing their efficiency and productivity. (Keeble Ramsay and Armitage, 2010) Another important role of planning management in HR in developing performance is the management of employee performance. (Sattar et al., 2015) Through the process of performance management, organizations can set clear expectations and goals for their employees, provide regular feedback and coaching, and measure and track progress. (Nwachukwu et al., 2018) This process allows organizations to identify areas where employees need to improve, and provides them with the support they need to develop their skills and knowledge. Planning management in HR also plays a crucial role in developing performance by managing employee engagement and motivation. Engaged and motivated employees are more productive, more committed to the organization's goals and objectives, and more likely to stay with the organization in the long-term. (Fenech et al., 2019) By creating a positive work environment, providing employees with opportunities for professional development and recognizing and rewarding good performance, organizations can improve employee engagement and motivation, which in turn can lead to improved performance. (Fenech et al., 2019). Another way that planning management in HR plays a role in developing performance is through training and development. Organizations that invest in the training and development of their employees are more likely to have a workforce that is capable of achieving their goals and objectives. (M. Shamot, 2014) By providing employees with the skills and knowledge they need to perform their jobs effectively, organizations can improve their performance by increasing productivity and efficiency. (Gope et al., 2018) Planning management in HR also plays a crucial role in developing performance by managing workforce diversity and inclusion. By creating a diverse and inclusive work environment, organizations can tap into the different perspectives, skills and experiences of their workforce, which can lead to improved creativity and innovation, better problem-solving, and increased productivity. (Shaukat et al., 2015) Planning management in HR plays a critical role in developing performance within an organization. (Gope et al., 2018) It enables organizations to recruit and select the right employees, manage employee performance, manage employee engagement and motivation, invest in training and development, and manage workforce diversity and inclusion. (Marouf, 2017) By aligning the organization's goals and objectives with its workforce, organizations can ensure that they have the right people, with the right skills, in the right place at the right time, which will enable them to achieve their performance objectives. (Gutierrez-Gutierrez et al., 2018).

Conclusion and Recommendations

This study employed a comparative approach to analyze and compare the findings of research examining the relationship between human resource training and job performance in various organizational environments. The comparative review revealed that training is a fundamental factor in enhancing employee efficiency and developing their professional capabilities. It contributes to strengthening employees' technical and behavioral knowledge and skills, which positively impacts job performance and productivity within organizations. The comparison of previous studies also demonstrated broad agreement that effective training programs contribute to improving performance quality, increasing innovation and problem-solving abilities, and enhancing job satisfaction and organizational commitment among employees. However, some studies showed variations in the magnitude of training's impact on job performance depending on several factors, such as the type of training program, the level of organizational support, and the nature of the sector in which the organization operates. These findings indicate that the effectiveness of training depends not only on the delivery of training programs but also on the quality of their design and their alignment with business needs and the organization's strategic objectives. Previous studies underscore the importance of developing effective training programs that are tailored to employee needs and organizational requirements. They also recommend aligning training with strategic human resource management objectives to ensure improved job performance and increased productivity. Regular evaluation of training programs is crucial for measuring their effectiveness in developing employee skills. Furthermore, successful training experiences and practices identified in previous studies should be leveraged, along with the integration of modern technologies and digital training methods to enhance training quality. These studies also recommend further comparative research across different sectors to understand the factors that contribute to increased training effectiveness and improved job performance.

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