

PERCEPTION OF EMPLOYEES' TOWARD THE IMPACT OF PROMOTION AND TRAINING AND DEVELOPMENT ON JOB PERFORMANCE: A STUDY OF UNIVERSITY LECTURERS, AFGHANISTAN

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ABSTRACT

The main aim of this study was to find the impact of promotion and training and development on the job performance of university lecturers in Nangarhar University, Afghanistan. In order to collect the data from respondent questionnaire method was adopted by using Likert scales from one to five. Questionnaire were distributed online to the participant and finally received the data from 130 respondents. Data were analyzed by Statistical Package for Social Science (SPSS) version 24. After analyzing the data result showed that there was a significant correlation between promotion and job performance of the employees. Moreover, it was also revealed that a significant correlation exist between training and development and job performance of the employees.

Keywords: *Promotion, Training and development, Job performance, University Lecturers, Nangarhar University.*

INTRODUCTION

Performance is the association of an employee's ability to do or perform his job, fulfill management expectations and reach the job target (Masri & Abubakr 2019). In today's competitive world organizations goals mainly depends on the performance of the employees. If one organization want to increase their productivity and efficiency, they must increase the performance of the employees in the organization. Employee's performance can increase by providing them financial and non-financial incentives in the organization. No organization can achieve its goals without motivating the employees. In this research, we have studied how promotion, training, and development increases the performance of the employees in the organization.

Promotion is one the basic incentive that increase the performance of the employees in the organization. Promotion is said to be shifting of an employee for job of higher significance and higher compensation (Ehsan Malik et al., 2012). According to McCausland et al., (2005) promotion is the advancement of a worker to a higher-ranking position. Various organizations use promotion as a reward for their employees' for high productivity, which can boost their efforts as well.

Performance of the organization mainly depends on the performance of employees because human resource in the organization plays role in the growth and performance of the organization. So in order to increase individuals and organization's performance training and development is given to the employees. Meanwhile, training and development is also one of the basic incentive for the employees in the organizations, which increases the performance of the employees. Training is a systematic method for learning and development in order to increase individual, team and organizational effectiveness (Goldstein & Ford 2002). According to Iftikhar and Siraj-ud-din (2009) training and development is essential element, which increases the performance. Moreover, according to Aguinis & Kraiger (2009) training benefits have cascading impact on individual and team performance which in turn

have effect on organization and human capital outcomes. Ahmad et al. (2014) training and development bring many changes in organization which is essential for every organization and should be involved in their strategies. By using these strategies, employees and business working activity and quality will increase.

LITERATURE REVIEW

Human resource capital is the backbone and main resource in every organization. Therefore, organizations invest large amount on them because their performance is directly linked to the overall performance of the organization. Most of the researchers have conducted research that how promotion and training and development have impact on the performance of the employees. Many scholars finds the results that training and development had significant impact on the job performance of the employees. According to Khan et al., (2011) training and development had significant impact on the performance of the organization. Training and development increases the overall performance of the organization (Shepard, Jon et al., 2003). According to Younas et al. (2018) training and development had positive impact on performance of the employees. Training and development lead employees for better performance, therefore organizations should spent money on training and development for long-term competition. Training and development had positive significant impact on job performance (Amos & Natamba, 2015).

Moreover, many researches had conducted on promotion and its impact on job performance. The result showed that promotion opportunities had positive and significant impact on job performance. By increasing of promotion opportunities in the organization, individuals and organizations job performance will increase. Promotion of employees increase the job performance (Gerhart et al. 2003; Alfandi & Alkawsaneh, 2014). According to Ackah (2014), those employees who are promoted perform better to those who are less promoted. Promotion opportunities can directly influence job performance (Xie & Yang, 2021).

IMPORTANCE OF THE STUDY

Most of the research have conducted until now about the impact of promotion, training and development on the job performance of the employees at many public and private sectors. Moreover, many researches have conducted on the university lecturers about these variables and their impact on job performance, but in Afghanistan public universities there are so less research conducted on these variables. Therefore, we have chosen Nangarhar University, Afghanistan as our research sector. This research will help the management and authorities of the organization that how promotion, training and development affects the performance of the employee in the organization.

OBJECTIVES OF THE STUDY

1. To evaluate the impact of Promotion on Job Performance of university lecturers in Nangarhar University.
2. To find out the impact of training and development on Job Performance of the university lecturers of Nangarhar University.

HYPOTHESIS

H₀₁: There is no significant relationship between Promotion of employees and job performance.

H₁: There is a significant relationship between promotion of employees and job performance

H₀₂: There is no significant relationship between training and development of employee and job performance.

H₂: There is a significant relationship between training and development of employees and job performance.

RESEARCH METHOD AND PARTICIPANTS

We have conducted our research at Nangarhar University, Afghanistan. Primary data for the research was collected through online questionnaire voluntarily form 130 participants. Among 130 participants only 4 were females. Primary data was analyzed through Statistical Package for Social Science (SPSS) version 24. Moreover, the validity of data were also examined. The Reliability for promotion was 0.830, for training and development it was 0.80 and for job performance it was 0.865.

Table 1

Demographic statistic of the participants' gender and education levels.					
	Gender		Education Level		
	Male	Female	Bachelor	Master	Ph.D.

Number	126	4	70	45	15
Percentage	96.93	3.08	53.85	34.62	11.6

ANALYSIS AND FINDINGS

For finding the result of the study, we have used correlation in order to find out the impact of promotion and training and development on job performance. Pearson correlation was used for analyzing the data. In below table we will show the correlations between these variable.

Table 2

Pearson correlation of Promotion and Job performance		
	Promotion	Job Performance
Promotion	--	
Job performance	0.632	--

* $p < .05$. Correlation is significant at the 0.05 level (2-tailed).

Table 2 of the study showed the relationship between promotion and job performance of the employees in the Pakita University, Afghaistan. The analyze and result of the study revealed that there exist a positive significant correlation between the promotion of the employees and job performance of the employees. Therefore, we can simply say that promotion opportunities can increase the performance of the employees. If organization provide more promotion opportunities to the employees in the organization, their performance will increase and vice versa. **H₁**: There is a significant relationship between promotion of employees and job performance. Hence, H₁ is accepted because promotion of the employees was significantly associated with the job performance of the employees in the organization.

Table 3

Pearson correlation of Training and development and Job performance		
	Salary	Job Performance
Training and development	--	
Job performance	0.493	--

* $p < .05$. Correlation is significant at the 0.05 level (2-tailed).

Table 3 of the study showed the relationship among training and development of the employees and performance of the employees. Analyze of the data showed that there exist a positive significant relationship among training and development of employees and performance of the employees. The result can be simply stated that if we provide more training programs to the employees of the organization their performance of job will increase and vice versa. **H₂**: There is a significant relationship between training and development of employees and job performance. Hence, H₂ is accepted, because training and development of the employees was significantly associated with the job performance.

CONCLUSION

After analyzing the primary data of the respondents result of the study revealed that there was a significant correlation exist between promotion and performance of the employees in Nangarhar University, Afghanistan. Many other research have conducted at national and international level showed that there exists a positive significant relationship between promotion and performance of the employees. According to another research also stated that promotion of employees increase the job performance (Gerhart et al. 2003; Alfandi & Alkawsaneh, 2014). Moreover it was also stated that those employees who are promoted perform better to those who are less promoted (Ackah 2014).

Moreover, after analyzing the data it was found that there was a significant correlation between training and development and job performance of the employees. Many other researches have conducted on the same variables and showed there is positive significant relationship exist among training and development and job performance of the employees. Younas et al. (2018) also stated that training and development had positive impact on performance of the employees. In addition according to another research training and development increases the overall performance of the organization (Shepard, Jon et al., 2003).

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