



Faculty of Commerce
Business Administration Department

**The Impact of Training on the Performance of
Public Sector Employees:**

**An Empirical Study on the Administrative
Staff at Ain Shams University**

Thesis

*Submitted for Master's Degree in
Business Administration*

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إِنَّ اللَّهَ لَا يُغَيِّرُ مَا بِقَوْمٍ حَتَّىٰ

يُغَيِّرُوا مَا بِأَنْفُسِهِمْ

الرعد (١١)

صَلَّىٰ
الْعِظَمِ

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Dedication

I dedicate this effort to my father and mother for their endless
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1.1 Introduction

For years, the public sector in Egypt has been criticized for being irresponsible of the technological changes taking place and the increasingly growing demand for more competent employees. Recently, however, new legal regulations have been imposed to ensure upgrading the skills capacity of public institutions to cope with the revolutionary changes taking place in local and global markets and to anticipate the increasing demand for better quality of public services. Specifically, the role of training has been highlighted in recent years as a means for improving the performance of public sector employees and creating a more competent workforce (*Cotten, 2007; Erasmus & Swanepoel, 2005; Laing, 2009*).

In fact, scholars have argued that investing in human resources through training has various advantages, for both the individual employee and the employer organization. They have stressed on the importance of training to individual and organizational performance to the extent that some researchers have established a significant difference between organizations that provide training opportunities for its employees and organizations that do not (*Appiah, 2010*). Specifically, training is likely to enhance a broad range of employee skills, including technical, human, conceptual and managerial skills— all of which are believed to contribute to the growth of the individual employee and of the organization as a whole (*Oribabor as cited in Olanian & Ojo, 2008, p. 2*).

Yet, our knowledge of the training-performance relationship in developing countries, and specifically in the public sector, is limited (*Thang, Quang, & Buyens, 2010; Gray et al cited in Schumaker 2004*). Accordingly, this study seeks to extend the link between training and employee performance in the context of the Egyptian public sector.

Specifically, the researcher aims at identifying the impact of training on the performance of administrative employees working in one of Egypt's largest public universities, namely, Ain Shams University. In doing such, the study will be able to present practical findings to the university administration, and to the Egyptian public universities at large, that can help in making better future training-related decisions

1.2 Study Model

The following diagram (1-1) illustrates the basic variables of this study, where the independent variable is training and the dependent variable is performance. It also represents the assumed relationships among these variables, which are tested through the study hypotheses. The model shows that the study will focus on examining the impact of the four manifestations of the independent variable, which are training design, trainer characteristics, trainee characteristics and post-training environment, on the performance of employees, which is the dependent variable.

Independent Variable

Dependent Variable

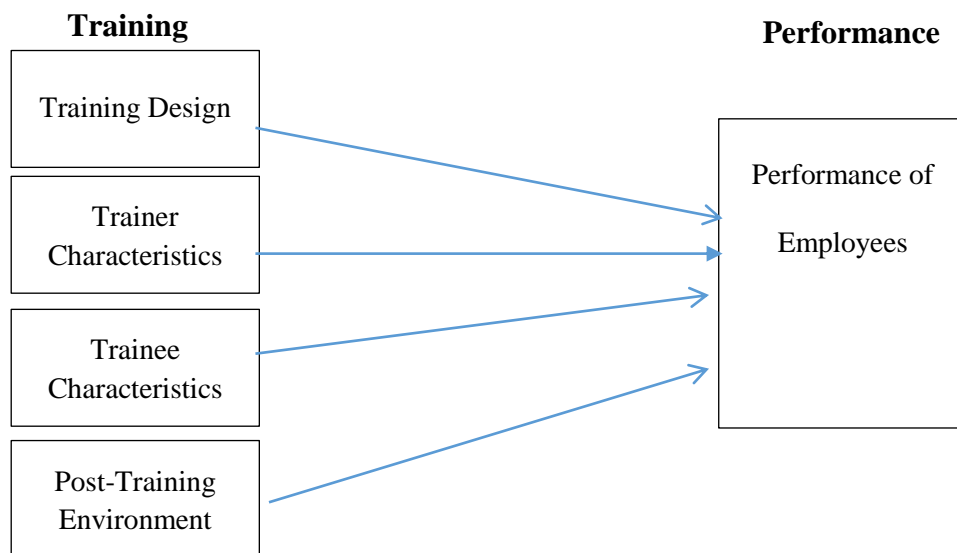


Fig. (1): This model is developed by the researcher.

1.3 Study Problem

Literature shows that the relationship between training and performance is anything but straightforward. Some studies confirmed a positive training-performance relationship; whereas others found no relationship at all. As *Jones et al. (2008)* put it:

"The relationship between training and performance is complex, depending on both the particular measures of training and of performance used in the analysis."

Given the complexity of the training-performance relationship, and the fact that this relationship has not adequately been investigated in the public sector organization (*Gray et al cited in Schumaker 2004*), and specifically in developing countries (*Thang, Quang, & Buyens, 2010*), this research aims at examining the impact of training on the performance of public sector employees in one of the developing countries, namely, Egypt. Specifically, the the impact of four training variables (training design, trainer characteristics, trainee characteristics and post-training environment) will be used to measure the training impact on two dimensions of performance, namely, task and contextual performance. In addition, the differential impact of different training types on employee performance will be investigated in this study.

Thus, the study problem can be expressed in the following research questions:

- 1- What is the impact of training on public sector employees' performance?
- 2- Which training type best affects public sector employees' performance?

- 3- How do the elements of training affect public sector employees' performance?
- 4- Which training elements best affect public sector employees' performance?

1.4 Study Objectives

- 1- Measure the extent to which training at Ain Shams University is effective by measuring the effectiveness of four elements of training, namely, training design, trainer characteristics, trainee characteristics and post-training environment;
- 2- Measure the impact of training on the task, contextual and overall performance of public sector employees;
- 3- Investigate the impact of four training variables (training design, trainer characteristics, trainee characteristics and post training environment) on employees' performance;
- 4- To identify the training elements which best contribute to improving employees' task, contextual and overall performance; and
- 5- Measure the differential impact of different training types on employees' performance.

1.5 Study Hypotheses

- H1:** Training has a positive impact on the performance of public sector employees.
- H2:** Training design has a positive impact on the performance of public sector employees
- H3:** Trainer characteristics have a positive impact on the performance of public sector employees
- H4:** Trainee characteristics have a positive impact on the performance of public sector employees