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## **The role of training and development on organisational performance in the footwear industry in South Africa**

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**Abstract.** Training and development may not be a panacea for all the challenges that organisations face in the 21<sup>st</sup> century, but it has important implications on employee performance and overall organisational performance. Organisations that want to improve performance and productivity can do so through leveraging their most valuable resource, its people. The significance of this study is to inform curriculum developers about the skills shortage in the footwear industry in South Africa. The core problem this study seeks to address is the skills shortage in the footwear industry in South Africa. Furthermore, currently in KwaZulu-Natal, universities, technical and vocational education do not provide training on footwear. The mixed research method was employed. The purposive sampling was used to select the participants from Dick Whittington Shoes (Pty) Ltd Questionnaires, focus group interviews and document reviews were used to gather data. The findings of the study show that the human resource manager is facing a serious challenge from employees, which is a higher rate of absenteeism this hamper the performance of the organisation. The study found that the majority of employees are above the age of 55 years. In addition, they retire the organisation will re-employ them on the contract bases precisely because they find it hard to find incumbent with skills. The study recommended the need for a proper framework on continuous training and development of employees in the footwear industry in South Africa. Secondly, the public-private partnership with universities to bridge the skills gap and improve the gross domestic product in South Africa if implemented this could bring a resolution to the problems and challenges posed.

**Keywords.** Employee performance, organisational performance, training and development, skills shortage, management, policy developers

### **1. Introduction**

Business organisations expect the best in terms of performance from their employees and they try to do all they can in order at pole positions in their respective markets. Most organisations spend millions of Rands' annually on employee training and development in order to improve the performance of their human resources. According to Burrow and Kleindl (2014:666), some of the best-performing companies in the world spend the most on employee training. The expenditure on training on training is aimed at enhancing individual employee performance and consequently improving business productivity by arming the employees with new skills as supported by (Weber,

2014:219; Burrow and Kleindl, 2014:666). Due to the level of competition companies are facing, they are forced to turn to their employees in order to obtain a competitive edge. This particular research has been conducted at Dick Whittington Shoes (Pty) Ltd in Pietermaritzburg, KwaZulu-Natal and it is aimed at finding out the role of training and development on the organisational performance.

## **2. Research context: Background**

Training and development in Southern Africa are one of the top priorities of the government agenda as reported by Coetzee (2013:167). In South Africa, training and development of students are imperative, as the education system is divided into two, Department of Basic Education and Department of Higher Education and Training. Previously most of the public schools in South Africa had vocational training on skills development such as woodwork, technical drawing, bricklaying, and currently few schools provide such training. The advent of FET currently known as TVET was to provide vocational training to students and bridge gap of skills shortage in South Africa (Education, Training, and Development Policy (2014)). Furthermore, the manufacturing sector in Southern Africa has a challenge of new graduates without relevant practical training. Business' have to provide in-house training to increase the efficiency and the effectiveness of new employees. Training and development of employees are important to enhance skills and abilities to perform duties effectively. Majoni (2014:20), pointed out that training and development enhance employee performance. Terena and Ngirande (2014:43), affirm that training and development increase the performance of an organisation. In addition, the performance of an organisation rests on the quality and quantity of training they provide to employees.

The shortage of skills in South Africa remains a challenge. In addition, every sector in the economy has skills shortages, hence training and development require innovative ways to minimize the impact on organisation performance. Companies like Dick Whittington Shoes (Pty) Ltd have training and development programmes to bridge the skills gap. The incumbents with the scarce skills that have just left the shores of institutions of higher education come without the prerequisite of work experience, for example, artisan skills. In the footwear industry, it is difficult to find incumbents with the necessary skills, this is due to institutions of higher education not providing in this sector (Maphonga 2015:1). The human resource department within an organisation such as Dick Whittington Shoes (Pty) Ltd is faced with the predicament, whereby they need to develop proper strategies on training and development. In addition, the organisation needs to align its training and development strategy with the skills development act (1998). In South Africa companies with a payroll of more than R500 000 per annual are obligated to contribute 1% towards skills development of employees. According to SDA (1998), companies are obligated to have training and development programmes for staff development, hence proper training is the backbone to organisational performance. The human resource manager has the responsibility to implement training and development within the organization as supported by (Wankede&Rajashree 2014:5)

## **3. Literature Review**

Dessler (2015) explains that the training and development process refers to the organisation ability to train and develop employees how are new or inexperienced in the organisation. In addition, Raza, (2014) states that training and development refer to the process whereby the organisation

putting all the resources to enhance the skills of employees through training programmes. This process will include all levels of management of the organisation to ensure that needed training is offered. Therefore, the effectiveness of employees when performing their duties will increase the organisational performance. According to Hau and Omar (2015) explains that training and development is the core aspect to improve organisational performance. Hence, it is imperative for the organisation to implement training and development to empower employees. According to Kulkarni (2013:139) stated that training and development is a systematic process to ensure that employees are adopting with current technology and trend. Furthermore, Kulkarni (2013:139), Papadopoulos (2015:317) and Lane (2014:233) pointed out that they are four essential steps to training and development.

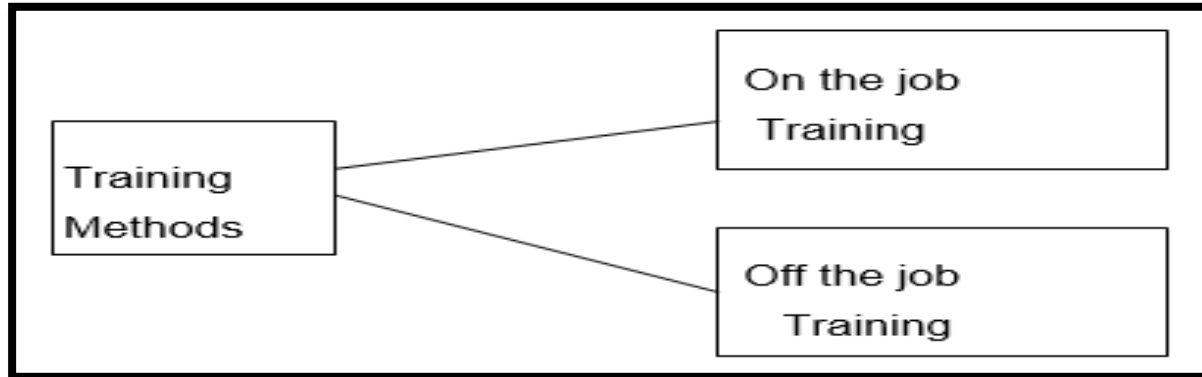
The focus has been on to Dick Whittington shoe factory in Pietermaritzburg and to all footwear factories in South Africa. The gap identified is employee training and development in this industry. It is a known fact that human resource plays a vitally important part in the training and development of employees as proved by Ahmed et al. (2014). Ahmed et al. (2014) examined the impact of training and developing employees of the different banking sectors of North Punjab. The result thereof was the increase of good performance and efficient service to clients. In South Africa, we lack institutions of higher learning which offer a course in footwear up to university level. This is the gap which the authorities and our government should look into and try to address in order to enhance the footwear manufacturing industry.

According to Raze (2014) affirms that training is crucial for employees, the organisation and their effectiveness. Raymond, Bawa, and Dabari (2016) pointed out that training and development activities are important elements of the human management function of an organisation. At this there are two ways of training:

- In house training- this is on the job training
- Employees are sending to China for training

Surbhi (2015:1) stated that they are two types of training and development methods the diagram 1.2. Below will illustrate them:

**Figure 1: Training and development methods**



Source adapted from Surbhi (2015:1)

### **On-the-Job Training and Development Methods**

This method is used by the organisation to train employees who are already working for the organisation. Surbhi (2015:1) defines job training as the process of training and development of employees to be effective and productive for the organisation. Cheng and Tam (2010:170) outlined that on-the-job training and development as a program formulated by the organisation to provide knowledge and skills to new and inexperienced workers to perform their tasks efficiently and the core of this training and development is to impact organisation performance in a positive way.

### **Off-the-Job Training and Development**

Furthermore, Shava (2015:12) states that off-the-job training and development is a process of taking employees for training to acquire new knowledge and skills, for example, sending employees to China to be trained on footwear. Nischitaa and Rao (2014:53) affirm that off-the-job training and development occur due to changing technology that demands new skills and knowledge.

According to Abib-Pech (2013: 123-210), training and development help managers master career management, to motivate and set objectives and to set up teams, networks and alliances, cultivating strategic thinking, and empowering managers to influence change management.

Jehanzeb and Bashir (2013: 246-248) and Memon (2014: 29) are of the opinion that training and skills development benefits managers and organisations. Employees get benefits through learning soft and technical skills as required by their jobs, thus improving career competencies, which serve as an intrinsic reward, making employees feel loyalty to the organisation, improving performance and staff retention, increasing market growth for the company and improving organisational performance.

### **Benefits of Training and Development to Employees**

South African workforce training and skills development have a long and interesting history. Training and development in this country are premised on the struggle to do away with past imbalances and inequalities created by the apartheid regime (Manzini & Shumba 2014).

Furthermore, the human resources function plays a critical role in every organisation. The human resource function deals with all aspects of the organisation that relates to employees. It is important that the human resources function ensures that the right employees are appointed in all positions. The following are the benefits of training and development to employees:

- It improves the effectiveness and productivity of employees
- New leadership are developed
- It benefits both employees and the organisation
- It eliminates fear to attempt a new task
- The design structure of effective training as reported by (Manzini & Shumba, 2014).

Enojo and Omisore (2012:249) pointed out that the core benefit of training was to improve the performance of employees, increase the productivity of the organisation and increases global competitiveness. Manzini and Shumba (2014: 14) indicated that there is an association between management training and development, which improves organisational performance. Furthermore, training must be aligned with the organisational strategy, organisation vision and mission. Enojo and Omisore (2015: 1), argued that training is essential to the efficiency of any organisation. This improves the skill levels of people who are already employed in the business and also increases the number of skilled employees in areas where these skills are scarce.

#### **Increases Investment in Education and Training in the Labour Market**

The advent of SETAs was to bridge the skills gap in South Africa. Within the organisation human resources department dedicated to skills training and development of employees to comply with skills development acts. Furthermore, Human resources experts ensure that training programmes are relevant to increase organisational performance and the ability to afford skilled employees. In addition, organisation conduct skills audit to establish the competency/ education levels of staff performing work which could affect the quality of products and the performance.

#### **Collective Motivation as a Mechanism for Organisational Performance**

Organisational performance is based on how the organisation treats employees. The key role of the organisation is to instill a collective motivation to employees. Collective motivation refers to employees having a common goal of achieving the mission and vision of the organisation. Hence, collective motivation can be used as a mechanism to enhance employee's performance. The diagram below will illustrate how an organisation can use collective motivation to improve organisational performance. In order to instill collective motivation, the organisation needs to communicate all ideas with levels of management and stakeholders. In addition, the proper system needs to be in place, for example, human relation system. Human relation refers to the relationship among the staff in the organisation. It is imperative that the staff must be united to achieve the goals of the organisation (Dessler, 2015). Performance appraisal is used to evaluate the effectiveness of employees on the organisation. The organisation set the objectives and goals that needed to be achieved by employees. Organisation use scorecard to check each employee. The human resource manager will administer all the performance of employees. Performance of an organisation is vital to ensure the success and failure of the organisation. It's also necessary to set performance standards for employees, and ensure that the employees receive proper training, incentives required and feedback to avoid performance deficiencies (Olivier, 2015).

#### 4. Methodology

This study employed a case study design and adopted mixed method to incorporate participated values, beliefs, and interpersonal collaboration and conflict as supported by (Gray 2009: 166). The reason for using exploratory mixed design for this study it because quantitative data is analysed first using SPSS and then qualitative data is analyse using thematic to identify themes, ideas, perspectives and beliefs supported by (Cresswel 2017). Data was collected using a range of methods which are interviews, observations, questionnaires, document review and audio-visual. The questionnaire were semi-structured and open-ended. The questions were planned and worded in the home language of the participant to ensure that there was no ambiguity as supported by (Cresswel, 2017). Furthermore, questionnaires were distributed to 216 employees. In addition, for this study purposeful sampling was adopted. Sampling was conducted at Dick Whittington shoes (Pty) Ltd in Pietermaritzburg, KwaZulu Natal. Furthermore, sampling included production manager, human resource manager, technical director, supervisors, and employee's shoe makers.

#### 5. Results

##### *Results from Questionnaires distributed at Dick Whittington Shoes (Pty) Ltd*

The first part focuses on the results obtained from the survey conducted Dick Whittington Shoes (Pty) Ltd in Pietermaritzburg, KwaZulu Natal, the total number of employees is 420.

##### *Age of participants at their last birthday*

This item sought to record the age categories of the research participants of employees. In addition, information on age categories was gathered in order to ascertain the contributions made by participants of all age groups and their understanding of the study.

**Table 1: Age group**

Age	Frequency	Percent	Valid percent
24 years and less	10	4.63	5
25 – 29 years	33	15.28	15
30 – 39 years	22	10.19	10
40 – 49 years	44	20.37	20
50 – 59 years	107	49.53	50
Total	216	100.0	-

Table 3: Indicated the age of participates and with regards to age, 50% were between 50-59 years old, 20 % were between 40-49 years old, 15% were between 25 – 29 years old, 10% were between 30 – 39 years old and 5% were between 20 -24 years over 50% years.

**Table 2: Gender**

Gender	Frequency	Percentage
Female	132	61, 11
Male	84	38, 89
Total	216	100%

Firstly, it was paramount important to have a clear understand of the population under study. In addition, figure 4: Indicates that about 38, 89% of the participants were males and 61, 11% were females.

***Race of participants***

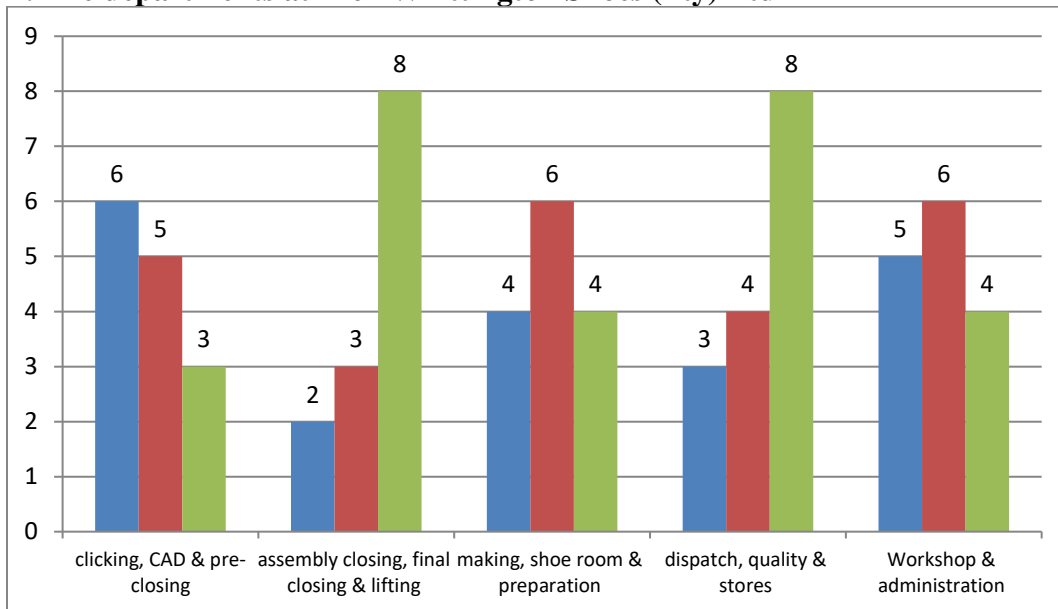
This item sought to record the race of the research participants within Dick Whittington Shoes (Pty) Ltd in Pietermaritzburg, KwaZulu Natal. Demographic information was gathered on race in order to ascertain the contributions made by participants from various races to the understanding of the study. Table 3: Participants based on race.

**Table 3: Race of Participants**

	Frequency	Percentage	Valid percent
African	186	86,11%	86
White	10	4,62%	5
Coloured	20	9,25%	9
Asian	0	0%	0
Other	0	0%	0
<b>Total</b>	<b>216</b>	<b>100%</b>	<b>100</b>

Table 5: shows that a total 86, 11% of the respondents were Africans, 4, 62% were whites, and 9, 25% were Coloureds and Asians 0% of the respondents. Thus, the public schools comprised of educators from nearly all races who also could give varied contributions to the study.

**Figure 2. The departments at Dick Whittington Shoes (Pty) Ltd**



The graph shows the departments at Dick Whittington Shoes (Pty) Ltd and gives an insight into the training required for each department. From the above findings, it is clear that employees from each department require proper training to perform duties effectively. Therefore, continuous training and development of employees are vital to improving organisational performance and adapting to new trends.

**Table 4. System used to evaluate the performance of employees**

Themes	Number of coded responses
Performance standards	15
Time study performance	20
Score sheet	24
Spreadsheet	30

The production manager agrees that in house training improves the organisational performance and the mechanism used to check the performance of employees, by using a score card. Table 4.5: shows that all employees' performance is calculated on a daily basis. This is expressed as a percentage for each employee daily. Furthermore, a time study performance is used as a yardstick to measure performance output. Findings revealed that each operator is given a score sheet to write a score on the daily production output, and all score sheets are handed over to the production clerk for calculation in the excel spreadsheet.

**Table 5: Ways that training and development in the organisation can be improved**

Themes	Number of coded responses
Explaining the need for training and development	105
Benefits of training and development	20

Table 5: Indicates, does the organisation have a mechanism to promote training and development? Based on the response of the human resource manager: "Yes, the organisation has a mechanism for training and development. This is based on operational requirements. We consider the skills analysis of employees and try to match them to the requirement. Obviously, current operators are given first preference for training opportunities."

**Table 6: The role of technical director on the training and development of employees**

Themes	Number of coded responses
Mentor	1
Facilitator	1
knowledge of prevailing trends	1

Table 6: shows the role of technical director is to have knowledge of prevailing trends in terms of operational requirements and be able to match them against regularly update skills analysis

requirements. To be aware of changes in the labor compliment, in terms of retirements and impending maternity leave.

**Table 7: Training expected from employees to perform their duties effectively**

Themes	Number of coded responses
Mentorship	128
Coaching	59

Table 7: indicates that employees perform well when there are mentorship and coaching within the organisation. In addition, the organisation has to develop a mentorship and coaching plan that is in line with the skills development plan of the organisation.

**Table 8: Training and development enhance organisational performance**

Themes	Number of coded responses
Yes	216
No	0

Table 8: Indicates that dedication, a strong will to learn new skills, effort, and the ability to become flexible and to co-operate will enhance organisational performance and increase the profitability of the company

**Table 9: System to evaluate the performance of employees**

Themes	Number of coded responses
Worksheet	50
Supervision	20
Annually performance	70
Daily performance	20

Table 9: shows that quantitative measurement system is used to evaluate the performance of employees. Furthermore, broader scope, and the ability to provide specialized skills in a more formal manner. The implications of findings on the organisation would be a proper framework for training and development of employees from all levels of management is vital. Dick Whittington Shoes has a unique and easy to adapt learning cause and strategy which enables new employees to quickly adapt and familiarize themselves which the working conditions in the workplace. In addition, employees who are needed to perform special skills are given special training and some are sent to China to study in-depth skills in the footwear industry.

## 6. Discussion

Hornbrook, Fearne and Lazzarine (2009), indicated that enhanced perceptions of fairness by individuals can improve outcomes relevant to organisations such as commitment, job satisfaction and performance and by implication, organisational performance. Furthermore, the

views of production manager were a company must be driven by market requirements. Following, this a suitable product range is produced to satisfy customer requirements. This is done within the sphere of the company capabilities and market segment position.

Surbhi (2015:1) stated the importance of training employees to understand the expected performance. The views of production manager were, analyzing the product range by tracking each product down into sequential manufacturing steps, identify the skills required. Editing this range of skill requirement by referring to previous seasons requirements create a reasonable applicable skills required for each sequential manufacturing step. Creating a personal skill mature and combining the available skills mature to the edited expected requirements of the new season's range, will highlight the under/ over skills. Is then feasible to promote enhance from the bottom up and train the selected employees in various ways:

- “Learn by Nellie” which means the selected employees one placed with a qualified employee to learn on the job.
- Of available the necessary written work instructions and test information was given to the employee to study
- A written training program can be supplied in cooperation with HR to the trainee. The supervisor/ manager can assess progress in a written manner over a period of up to two years.
- Trainees can be subjected to outside/ inside training courses.
- Trainees can be taught in overtraining school in house.
- Retraining sub-performance also enhances skills levels

Messer and White (2006) also indicate that the employee perception of fairness affects their likelihood to demonstrate organisational citizenship. The views of production manager, human resource manager and technical director on training and development on organisational performance were the basic responsibility of management is to:

- Plan
- Co-ordinate
- Control
- Motive
- Delegate

Each of these responsibilities has a variety of requirements. The above is the basic requirement for any manager. In-depth knowledge of the product manufactured is a pre-requisite. This includes all materials available as well used, how to use them, and managed a = coding to all steps listed under A. All machinery equipment tools required as well as new technology available, agree managed under all levels listed under an above. This includes preventative maintenance brake downcast analysis of consumables and alternative technology available. In-depth knowledge of the people and their capabilities/ shortcomings in the organisation

The views of the production manager on in-house training were that employees need to have an understanding of processes and systems. The depth understanding of the processes and systems is a pre-requisite learning requirement this include:

- Work instructions, environmental safety and housekeeping policy, progressive disciplinary procedures, ISO 9002 policy requirements SABS specifications, WIP control, absenteeism control/management stock control, hourly production control.
- A suitable candidate has to be trained in all of the above over many years so that he/she can effectively manage everything entering and leaving the premises of the organisation.
- An in-depth knowledge of the manufacturing requirements of the product is the first basic requirement. How to make a shoe or whatever product.

The views of production manager, human resource manager, and technical director they are a need for public-private partnership, furthermore they stated that all companies deal with suppliers, lawyers, accountants, IT specialists, engineers, marketing gurus, scientists, environmentalists, labor brokers, labor trainers, designers and technologists. This ensures the company step in with the latest efficient and applicable practices to ensure a competitive edge is retained. Hence, public-private partnership will universities can benefit the company to improve in house training, precisely because the incumbents will be sent to universities for training. Furthermore, the partnership can improve organisational performance.

Do training and development enhance organisational performance is absolute yes, as is evident from the answer to the above question three, The human resource manager is the most valuable asset of any company. To train and develop each employee to be the best possible on his/her position is the begging to a sustainable competitive advantage and continuity for the company. The dividends of training employees will increase the profitability of the company (Shumba and Manzini 2014).

According to Shumba and Manzini (2014), Kirkpatrick evaluation levels require the involvement of managers in assessment and the evaluation of training. The System used to evaluate the performance of employees, views from production manager is employees are grouped into different levels of seniority as per the organisational structure:

- Directors are selected by the CEO based on their historical experience, capabilities, and contribution to lead/ direct the company to achieve the vision and mission. Evaluation is done by the CEO and directors.
- Senior managers for example buyers, designers, production managers, marketing managers, marketing agents, technical managers, quality manager, IT manager are assessed annually by their respective seniors according to their service delivery.
- Middle management such as maintenance, store, supervisors, planner, wage office, pattern/tool makers, debtor/ creditor clerks, costing personal, are also assessed annually by their direct supervisors and a written performance appraisal is placed in their file.
- Operator performances are calculated on a daily basis. For each operator, an SMV is casted. Each operator records the work ticket and operator replaced the SMV is added and multiplied by the units produced, divided by the minutes attended, and expressed as a

percentage for each operator daily percentage. This is monitored and required action is taken, an appreciation to good performers coincide.

- Verbal warning and progressive written warnings are given to underperformers.
- Retraining is continuous, including evaluation of patterns, tools, materials, machinery, work – layout, lighting, ventilation and chemicals.
- The notes are the basic skeleton answers to questions asked. The test look sat information can add further details underlined to these questions are the reasons for the existence of an i50 quality management policy which is a framework of procedures to equip and sustain effective repetitive quality management.

## **7. Recommendations and conclusions**

The findings revealed that training and development are essential for improving organisational performance. Furthermore, the monitoring of employee performance is imperative for an organisation to implement proper training and development strategies. The development of a public private partnership with universities and TVETs can yield a positive result and improve the skills of employees in the footwear industry in South Africa. It is recommended that the organisation introduce mentoring and coaching system because research shows that this helps employees to grow whilst developing and learning new skills under the guidance of these professionals. These are the tools to be used by the organisation to support its goals of developing employees thus achieving the intended results of productivity and efficiency. It is essential for the organisation to introduce workplace skills development plan. This helps an organisation to outline the range of skills development to address training needs. In order for training to be effective, it cannot stand on its own but should be part of the overall development strategy. Launching a successful training programme requires a financial plan. It is thus recommended that the organisation should identify skills employees need to perform their jobs. Furthermore, the organisation must identify where the gaps are and address those gaps. It is important for employees to implement what they have learned in their training.

It is strongly recommended that the organization should introduce a human resource development strategy. This strategy will assist in the performance of employees to the required maximums thus increasing productivity and quality of the produced products. This strategy will also assist the organisation to focus on training and development of its employees. Therefore, the organisation will be able to conduct systematic training of its employees without compromising the production output. A transparent monitoring and evaluation system for training and skills development of factory employees must be implemented. It is critically important for employees to be involved in training and be empowered with skills so that they are able to impart the knowledge to employees. The organisation should have facilities within the core establishment for training and development of employee's skills and organisational skills. This unit will be better placed to evaluate the performance of employees and thus enhance talent development of employees. The organisation would be able to implement its mandate.

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