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ANALYZING THE IMPORTANCE OF HUMAN RESOURCES TRAINING ACTIVITIES IN TERMS OF ORGANIZATIONS¹

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ABSTRACT

Today, for the success of organizations, it is important that the employees in the organization are qualified personnel. The fact that the employees in the organization are qualified personnel increases the success of the organization and provides better quality services. The adaptation of the employees to the organization increases with the human resources training activities in the organizations, the employees become more qualified personnel, the works are done more consciously and also the productivity and quality increases. In this study, in the researches related to human resources training activities in organizations; the importance of human resources training activities in terms of organization and employees has been tried to be revealed. In this context, it is tried to reveal the implementation of training activities and also the relationship between the human resources training activities and organizational commitment, performance, job satisfaction, employee motivation, employee turnover rate, success of organization, attitude of employees.

Keywords: Human resources, training, employee.

ÖZET

Günümüzde örgütlerin başarısı için örgütte çalışanların kalifiye eleman olması önemlidir. Örgütte çalışanların kalifiye eleman olması örgütün başarısını arttırmakta ve daha kaliteli hizmetler ortaya konmasını sağlamaktadır. Örgütlerde insan kaynakları eğitim faaliyetleriyle çalışanların örgüte adaptasyonu artmakta, çalışanlar daha kalifiye eleman haline gelmekte, işler daha bilinçli olarak yapılmakta ve ayrıca verimlilik ve kalite artmaktadır. Bu çalışmada örgütlerdeki insan kaynakları eğitim faaliyetlerine ilişkin araştırmalara göre insan kaynakları eğitim faaliyetlerinin örgüt ve çalışanlar açısından önemi ortaya konmaya çalışılmıştır. Bu bağlamda eğitim faaliyetlerinin uygulanması ve ayrıca insan kaynakları eğitim faaliyetlerinin örgütsel bağlılık, performans, iş tatmini, çalışan motivasyonu, personel devir hızı, örgütün başarısı, çalışanların tutumu gibi unsurlar arasındaki ilişkileri ortaya konmaya çalışılmıştır.

Anahtar Sözcükler: İnsan kaynakları, eğitim, çalışan.

1. INTRODUCTION

Human resources training activities in organizations are important in terms of achieving organizational goals and objectives. Making the necessary investment in people is important for the organization to improve itself. Training activities in organizations are important for the adaptation of newly hired employees to the organization and for the personnel working in the organization to become qualified personnel. Through training activities, employees develop their visions, use their capacity in the most efficient way and become more ready for the tasks they will assume in the future. Through the training

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activities given in the organization, employees' knowledge and skills develop and fulfill their responsibilities better.

2. THE BENEFITS OF HUMAN RESOURCES TRAINING ACTIVITIES

Thanks to the training activities, the employees in the organization work more harmoniously with each other, self-confidence increases, the employee turns to the areas where he / she will be more successful and the organization targets are realized more easily. This positively affects business performance and quality. At the same time, employees can make their career plans more effectively thanks to training and development activities.

According to Uğur (2008: 116), in terms of human resources, training is given to employees in the organization in order to make their work more rational; it is defined as the activities of shaping their attitudes and behaviors and acquiring new skills and habits.

In another definition, training refers to the planned effort by the organization to facilitate the learning of work-related competencies by employees. These competencies include knowledge, skills or behaviors related to the solution for successful business performance (Noe, 2009: 4). Employees develop their professional knowledge and skills through training activities and, as demonstrated by many studies, training activities increase organizational commitment, work performance and reduce staff turnover. Training activities fulfill the following elements (Başboğaoğlu, 1997: 16):

- To facilitate compliance,
- Developing personality in a positive way,
- Undertake the duty of cultural transfer,
- Directs the person to the area where they can be successful,
- Gives flexibility to adapt to changes.

The benefits of training activities can be listed as follows (Ekot, 2010):

- To establish more effective, efficient and motivated teams,
- To ensure that the employees focus on the target,
- Reducing personnel turnover rate,
- To ensure that employees renew themselves.

3. THE IMPORTANCE OF HUMAN RESOURCES TRAINING ACTIVITIES

Today, training and development in organizations have become indispensable elements in order to provide competitive advantage. The importance of training has been recognized by organizational management because organizations are becoming aware that the way to achieve organizational goals and objectives is through human resources training and development. They are aware that investment in people will positively affect organizational development and realize that their vision and mission will be realized through the most efficient use of human resources. Training and development activities are important for the adaptation of the newly hired employee to the organization, to become qualified personnel, to cope with the problems, to adapt to the changes, and to prepare for future tasks. Through training and development activities, employees' knowledge, experience, talents and colleagues, managers and dialogue between colleagues, managers develops; their awareness of responsibility and duty increases and they can make more accurate decisions. Training and development activities are required to increase productivity and quality in the organization and to adapt the employees to the work environment (Yeşil, 2015: 1)

Organizations understand the importance of human capital and make investment in training and development activities. Training programs should be designed and organized well for the needs. Training activities play a key role in achieving competitive advantage, growth and development. Employee performance depends on knowledge, skills and abilities. Training activities provide

employees with the knowledge, skills and abilities necessary for their profession. In addition, training activities increase the productivity of employees (Devi and Shaik, 2012: 202).

In addition, Werther Jr. and according to Davis (1996: 10), training activities can provide a rapid improvement in the performance of employees through the acquisition of specific skills. The training focuses more on improving the current working performance. However, the benefits of training may also affect the entire working life of the employee and prepare the employee for future tasks (Stone, 1998: 319-320).

Human resource training is also important because the department usually develops pamphlets on company policies. For example, human resource employees must learn the company's policy on sexual harassment, employee dating or even discrimination. Human resource personnel must also learn the various training methods of a company, so they can set up training for new employees. The importance of human resource training is also evident with health benefits. Health and other benefits are often quite extensive and confusing. Human resource employees must be trained on filling out various forms, so they can instruct new-hires on the paperwork. Moreover, these professionals must also learn how to evaluate various benefit programs to potentially save the company money. Human resource training is also important for teaching human resource employees about various safety issues. Some company employees, especially those in factories, have to lift objects repetitively or work with hazardous substances like chemicals. The human resource manager and other department personnel must learn the various safety procedures for their industry, based on guidelines set forth by the Occupational Safety and Health Administration (Suttle, 2019).

4. LITERATURE REVIEW ABOUT HUMAN RESOURCES TRAINING

In this research, the importance of training activities in organizations was emphasized and the studies on human resources training and the application of human resources training activities in the organization, the relationship between education and some factors were emphasized and it was aimed to show how effective the training activities in organizations.

Table 1. Studies About Human Resources Training Activities

Resource	Name of The Study	Results of The Study
İşcan (2000)	Strategic Management and Employee Training	In his study, the rapid and large-scale change and progress seen in societies together with the new structure that necessitates the change in business management and structure, and that the role of education in catching this change is great; In addition, it has been concluded that it can be provided by training to evaluate the advantages and weakness of the enterprise and to take advantage of the opportunities in the environment and transform the threats into opportunities.
Topaloğlu and Sökmen (2003)	The Effectiveness of Orientation Training and Its Relationship with Employee Performance An Application in Ankara	It has been found out that training is effective on employee performance.
Devins et al. (2004)	Employer Characteristics and Employee Training Outcomes in UK SMEs: A Multivariate Analysis, Journal of Small Business and Enterprise Development	According to the results of the research, training activities have a positive effect on the majority of SME employees.
Chiang et al.(2005)	The Impact of Employee Training on Job Satisfaction and Intention to Stay in the Hotel Industry	According to the results of his study; training is positively associated with training satisfaction and job satisfaction. Job satisfaction positively affects the desire to stay in the workplace. It was emphasized that the indirect effect of the quality of education on the desire to stay in the workplace can be associated with job satisfaction. This study emphasizes that the importance and results of the quality of education should be understood more and more attention should be paid to employee training.
Gökdere and Çepni (2005)	An In-Service Training Application and Evaluation Study for Science Teachers of Gifted Students	As a result of the research, it was found out that the attitudes survey of the teachers participating in the in-service training seminar was positively increased. From this point of view, it was emphasized that the in-service training seminar applied contributed to the participant teachers in terms of cognitive as well as sensory.

Table 1. Studies About Human Resources Training Activities (*Continuation*)

Resource	Name of The Study	Results of The Study
Uçar and İpek (2006)	Opinions of School Administrators and Teachers on Primary School Education Applications	As a result of the research, in-service training activities were planned and systematically arranged in line with the needs, wishes and expectations of managers and teachers; encouraging the participation of managers and teachers to these activities (by means of wages, promotions, appointments, etc.), conducting these activities at appropriate times for the participants, evaluating them according to objective criteria at the end of the in-service training practices, providing the necessary environment for the participating managers and teachers to apply what they have learned in their schools the audit of non-compliance has been mentioned.
Sabuncuoğlu (2007)	Analyzing The Relationship Between Training, Organizational Commitment and Intention to Leave th Job	According to the results of the study, the employees in the organization need training and the educational opportunities in the organization they work in and a social environment that supports education increases their emotional and normative commitment to their organizations and decreases their intention to quit.
Özel (2007)	A Research on the Educational Needs of Librarians Working in Cataloging Units of University Libraries	In the research, it was emphasized that the content of the training activities to be performed on the issues needed by the librarians working in cataloging units should be well established and the time should be used effectively in these activities, and the theoretical information given on the subjects that the training activity is organized should be reinforced with the application. Considering that there are librarians who do not participate in any training activities, it is stated that managers should provide opportunities (time, budget, etc.) to participate in these training activities related to cataloging and classification, and also that written requests from the librarians participating in training activities should be shared among all unit employees.
Omar et al.(2009)	Training Evaluation: A Case Study of Training Iranian Health Managers	As a result of the interviews, it was found that the performance of the employees receiving training increased.
Selimoğlu and Yılmaz (2009)	Effects of In-Service Training on Institutions and Employees	According to the results of the in-service training; learning time is shortened by providing the employee's adaptation to work, sense of commitment to the workplace and self-confidence. With the in-service training, the existing skills of the employees can be improved, and the innovations brought by science and technology are learned and the current and future problems are solved. Employees develop themselves and their motivation towards the institution and their work increases. Employees' investment in them makes them happy. They perform successfully by working more efficiently and more devotedly. In this way, it is easier for the highly motivated employees to survive and create innovation in the competitive environment by producing efficient and high quality goods and services.
Gürel (2009)	A Suggestion for Using In-Service Trainings as an In-House Communication Tool	According to the results of the research, in-service training programs should be reformatted to create corporate communication perception within the internal communication program. In-service trainings provide an opportunity to be evaluated both in terms of duration and content. Therefore; conducting special sessions at the beginning or end of training programs, devoting one day to activities for internal communication, creating special evening meetings, developing content for the families of daytime personnel by providing participation with the families of the training programs, and addressing the course programs with the focus on institutional communication. and preparing for this perception are important issues.
Uyar (2010)	The Relationship between Training Development and Performance in Enterprises and A Research in Turkish Telecommunications Sector	There is a relationship between performance and commitment to the organization through training development activities.
Nadeem (2010)	Role of Training in Determining the Employee Corporate Behavior with Respect to Organizational Productivity: Developing and Proposing a Conceptual Model	It was stated that previous studies and this study revealed a positive relationship between effective organizational behavior and productivity with the help of education.

Table 1. Studies About Human Resources Training Activities (*Continuation*)

Resource	Name of The Study	Results of The Study
Ko, Ko and Chiu (2010)	Engaging Employees In Organizational Commitment: The Training Quality In Industrial Management	According to the study, it is stated that paying attention to the quality of education in the organization contributes to organizational commitment and contributes positively to organizational development.
Owoyemi et al. (2011)	Enhancing Employees Commitment to Organisation through Training	The research revealed a significant and positive statistical relationship with regard to education and employee commitment to their organizations.
Ji et al.(2011)	The Effects of Employee Training On The Relationship Between EnvironmentalAttitudeand Firms' Performance in Sustainable Development	The study revealed that the training of the employees had a positive effect on organizational performance for sustainable development.
Costen and Salazar (2011)	The Impact of Training and Development on Employee Job Satisfaction, Loyalty, and Intent to Stay in the Lodging Industry	According to the results of the research; employees are more satisfied with their jobs if they are given more opportunities to develop themselves through training, they feel more loyalty towards their jobs and they want to stay in their organizations.
Newman et al. (2011)	The Impact of Employee Perceptions of Training on Organizational Commitment and Turnover Intentions: A Study of Multinationals in the Chinese Service Sector	According to the results of the research, training is an important tool in increasing the organizational commitment of the employees and decreasing the turnover rate of the personnel.
Shah et al. (2012)	The Causal Relationship of Training on Organizational Performance	There is a positive relationship between education and organizational performance. Especially when the employees receive technical training for their work, their performance increases and this increase in their performance positively affects their motivation.
Kaptangil (2012)	The Effects of Human Resources Training on Employee Performance in Business	As a result of performance evaluations in relation to training activities, employee development and job satisfaction were observed and it was determined that employees' adaptation to developing technologies were realized and their commitment to the organization increased.
Mahmood (2012)	Impact Of Training On Commitment, Retention And Performance	According to the results of the study, it is important to learn about the commitment to the organization, performance and keeping the employees in the workplace.
Ehrhardt et al.(2012)	An Examination of the Relationship Between Training Comprehensiveness and Organizational Commitment: Further Exploration of Training Perceptions and EmployeeAttitudes	According to the results of the research, there is a direct relationship between comprehensive educational activities and organizational commitment.
Saruç (2013)	Necessity of In-Service Training in Medical Social Work	According to the results of the research; In-service training activities, which play an important role in professional development, should be conducted regularly and systematically. In-service training activities for social workers should be organized in consideration of the needs, expectations, interests and desires of social workers. Before the in-service trainings to be carried out, it is necessary to first determine what training is needed, why it is needed, the size of the need and what kind of training is required. In-service trainings should improve the knowledge and skills of experts, joint application skills, and provide behavior change. The weaknesses and strengths of the experts in practice should be demonstrated and the weaknesses should be improved. At the end of the in-service training activities, outputs (such as projects and reports) should be created to evaluate the opinions and suggestions of the experts.
Uslu et al.(2013)	The Effect of In-Service Training of Hotel Staff on Productivity	According to the results of the research, inadequate training of in-service trainings in hotel establishments negatively affects labor productivity in economic terms. It has been determined that the efficiency of in-service training has a positive effect on the formation of quality awareness in personnel, gaining speed and flexibility of personnel, formation of job awareness in personnel and decrease in cost in terms of operation and increase of profitability.

Table 1. Studies About Human Resources Training Activities (*Continuation*)

Resource	Name of The Study	Results of The Study
Elnaga and Imran (2013)	The Effect of Training on Employee Performance	According to the results of the study; The effectiveness of training has a positive effect on employee performance.
Riaz, Idrees and Imran (2013)	Employees' Belief Regarding Training Benefits and Organizational Commitment: A Case in Banking Sector of Pakistan	According to the results of the research, the employees who provide various benefits from education develop positive attitude towards education and it is stated that the commitment of the employees who think that it would be beneficial to participate in the training programs to their organizations is higher than those who consider the training as an activity where leisure time is evaluated.
Baykan and Oktay (2016)	Needs-Based In-Service Training Activity Application	As a result of the research, it was emphasized that providing appropriate training to the needs of the employees would please the employees and it was stated that the needs-based training was an important tool in improving the perception of in-service training.
Kim (2016)	The Relationship Between And Among Job Satisfaction, Training and Organizational Culture in South Korea's Manufacturing Industry	According to the results of the study, there is a strong relationship between education and job satisfaction, organizational culture and job satisfaction and education, organizational culture and job satisfaction.

5. CONCLUSION AND EVALUATION

Training activities are the key to the potential growth and development opportunities that organizations need to achieve in order to achieve competitive advantage. In this respect, organizations train and develop their employees to achieve efficiency. An employee's performance is a factor that depends on variables such as knowledge, skills and talent. Training and development activities provide employees with the knowledge, skills and abilities to do the job (Devi and Shaik, 2012: 202).

Furthermore if the training phases are properly followed, more planned and programmed action is taken, thus the level of benefit from education increases. Otherwise, the training program does not achieve its objectives and organizational goals cannot be achieved. By correctly identifying training needs, the duties and responsibilities of the employees are more clearly identified and the barriers for achieving the objectives of the organization are identified and eliminated. After training performance increases. The development of professional knowledge and skills, the increase in employee job motivation and job satisfaction provide the desired result from the training program. The selection of appropriate training methods and the correct implementation of training are necessary to increase the effectiveness and efficiency of training. If the cost-effective training program achieves its objectives, the management's support in the preparation of the next training programs continues to increase. With the help of this information, the target is achieved by evaluating the training program and it is possible to implement training programs that will ensure the effectiveness and efficiency of the organization in a longer term (Yeşil, 2015: 2).

When some studies are examined, for example, according to Noyan (2007), the performance of the employees increases with the training and development activities carried out within the organization. According to Bilgin et al. (2007)'s research the employees stated that the trainings facilitated the follow-up and implementation of the changes in the legislation. Awareness of current developments has made the most contribution to the use of new technologies in services.

According to the results of Bozkurt (2011), the training activities organized in the organization have resulted in the employees being aware of their work and thus providing their commitment to the organization in an emotional dimension. According to Clarke et al. (1999)'s research results, the size of the organization, the number of managers and family management have an impact on investment in management training and development. The majority of organizations attribute the success of the organization to education.

The following important results were obtained from the researches:

- Employees' performance is positively affected by training activities in organizations,
- Information tracking is made easier and the works are more active and conscious,

- Adaptation of new technologies to the organization becomes easier,
- Training activities have positive effects on organizational performance and development,
- Employees are provided with new knowledge and skills,
- Increased organizational commitment of employees,
- Training activities contribute to the achievement of the objectives of the organization,
- Personnel turnover rate decreases with training activities and the intention of employees to stay in the workplace increases,
- It has been demonstrated that job satisfaction and motivation of employees increase with training activities,
- Training activities contribute to increase the productivity and effectiveness of employees,
- Providing training in accordance with the needs of the employees makes the employees more happy and reinforces the positive view of the training,
- The efficiency of human resources training activities leads to the development of quality awareness in the employee and thus the employees perform their jobs faster and more accurately,
- Technological innovations are learned through education activities and problems are solved more easily,
- Contribution to the organization's competitive advantage through training activities,
- Human resources training activities enable employees to use their creativity and create innovation,
- The content of the training activities should be established according to the training needs and the duration of the training should be determined in accordance with the training content,
- Training activities should be extended to all employees in the organization and managers should allocate sufficient budget for training activities in the organization,
- Training activities should be evaluated according to objective criteria,
- Written feedback should be requested from the participants of the training activities,
- Training activities should be planned and systematically prepared,
- Employee participation in training should be supported by wages, promotion and appointment,
- The training environment should be organized in accordance with the training.

As a result, as Devi and Shaik(2012: 204) states; training and development activities positively affect the performance of employees and the performance of organizations. The development of employees is important for sustaining the development of organizations. Training activities bring innovation, improve the quality of work of employees; thus enabling employees to be more involved in achieving organizational goals, thereby increasing efficiency and efficiency among employees in the organization, because the 21st century is an era in which rapid learning is needed to achieve competitive advantage.

When the studies are examined; It was emphasized that the training activities caused the highest increase in performance, increased organizational commitment and positively affected the employee motivation. In addition, it was emphasized that the professional knowledge and experience of the employees continued to improve through the training activities and that the quality and efficiency in the service increased thanks to the training activities.

As a result; the expected benefit from human resources training activities has not changed. Human resources training activities are still important for organizations, and studies on human resources training

activities in the literature will continue to increase as the “human” element is an important factor for organizations.

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