



A study on Impact of Training on Job Performance

DR. GEETA B NAYAK
ASSISTANT PROFESSOR OF COMMERCE
GOVERNMENT FIRST GRADE COLLEGE,
ANKOLA, UTTARA KANNADA DISTRICT

Abstract

The purpose of this study is to investigate and verify the hypotheses concerning the connections between training and productivity on the job. Primary data from 127 IT sector personnel were gathered to accomplish the study's goals. We were able to accomplish our goals with the help of simple linear regression and correlation analysis. According to the results, there is a positive and statistically significant link between formal education and professional success. Similarly, there is a positive and statistically significant link between employee interest in their work and their productivity on the job. The results of this study have crucial implications for both researchers and HR professionals looking to improve employee performance on the job through better training.

Keyword: Job performance, training, employee, organization

Introduction

In order to maintain a competitive edge, businesses are constantly working to improve their operations. Multiple studies have shown that workers have a crucial role in determining an organization's success. It's impossible to boost the company's success without the help of everyone on staff. For this reason, companies place a premium on staff development in order to boost their own productivity.

As a result, modern businesses place a strong emphasis on HRM practices in order to boost productivity in the workplace. Training, performance appraisal, remuneration, career development, teamwork, and so on are just some of the high-performance HR practices and tactics that companies are employing to boost employee productivity on the job. When it comes to human resource strategies that contribute significantly to great business performance, training is frequently cited as a top choice. Training is a crucial instrument for helping workers acquire and use these fresh perspectives, abilities, and dispositions. According to the most up-to-date research, training can be viewed as either a crucial human or organizational aspect or a practice.

It aims to make HRM more strategic by linking HRM to business goals and objectives. Training is a critical component of any successful organization's growth strategy, since it enhances performance and productivity and positions businesses to successfully compete and maintain their market positions. The growth of an employee's knowledge, skills, ability, competencies, and conduct results in benefits for both the employee and the organization. Companies that care about their shareholders, employees, and customers/benefactors all put money into employee training.

According to Mathis et al. (2013), job performance is the result of business relationships, abilities, and role perception. The effort is the result of Work Motivation which means that the amount of physical and mental energy of an individual in carrying out their duties. A study by Khan et al. (2014) concluded that organizations that have excellent training plans for employees could improve employee job performance. All organizations that wish to improve their employee job performance must focus on employee training and work motivation.

1. Literature Review

Relationship between Training and Job Performance

The study done by Nguyen aims to identify and evaluate the relationship between training and development, employee performance, and job satisfaction that affects the retention of young employees. The study was carried out in respondents who have known the retention of young employee's factors in the organization in Vietnam or university students in economics. The authors used quantitative method which employing Multiple Linear Regression to investigate the hypotheses. It provides an explanation with empirical evidence by demonstrating that training and development, job satisfaction, and job performance extend a direct positive effect on young employee retention in the Vietnam organizations. The study also demonstrates that, in the Vietnam organizations, job satisfaction, job satisfaction, and job performance help to partially transmit the effect of young employee retention Nguyen, C. (2020).

Imam et al. (2019) show that the promotion of positions, mutations and organizational culture simultaneously and significantly influence employee job performance. Of these three factors, the most dominant one is job promotion. Companies need to create a clear selection program and career path so employees will work to improve their job performance.

Research by Ghaffari et al. (2017) explained that the most significant work motivation factor in improving employee job performance is the responsibility, while additional benefits are the second significant factor. HR Management can use a variety of plans or factors to simulate workers, but HR management must remember that different work motivation programs will have different work motivation influences on different employees.

While job promotion had a more dominant direct effect than training in improving employee job performance, efforts to improve employee job performance will be more productive by providing job promotions to employees. Another effort is to provide opportunities for employees to attend training regularly. With job promotion and training, work motivation will increase, and the impact is that employee job performance will

increase. Haryono, S., Supardi, S., & Udin, U. (2020).

Employee work performance is also very positively responded in its three elements such as punctuality, work quality and work quantity. The training, compensation and work discipline simultaneously and partially have significant effects toward the employee work performance in PT. PLN (Persero) Malang Service and Network Area. The whole effects of the independent variables have a positive direction. The largest contribution comes from the training variable (Thaief, I., & Baharuddin, A. (2015).

These days, companies are always looking for ways to boost their employees' individual output as a means to bolster their overall productivity. For this reason, it is becoming increasingly important for businesses to invest in their employees' skills, as well as their outlooks and methods of operation, in order to boost overall productivity. Training is viewed as an essential HRM strategy in this setting because of its proven ability to boost productivity by boosting workers' knowledge, skills, and dispositions. Training is the deliberate instruction of a person to acquire and use the skills, information, and mental attitude that will allow them to carry out successfully a certain set of responsibilities (Armstrong, 2001). According to Opatha (2009), training is the formal process of altering employee behaviour and motivation to improve employee job performance and, in turn, organisational overall performance. These criteria make it very evident that training is a primary factor in enhancing worker performance on the job.

The AMO hypothesis suggests that in order to boost organisational performance, businesses should invest in their staff by increasing their skills and incentives and giving them more chances to grow professionally (Appelbaum, Bailey, Berg & Kalleberg, 2000). Several scholars have claimed that better training can raise morale, productivity, and innovation in the workplace.

Opatha (2009) argues that staff training leads to both immediate and long-term gains in productivity on the job. Almost all studies concluded that training is a crucial tool for achieving a company's objectives and goals, which in turn increases production (Colombo & Stanca, 2008; Sepulveda, 2005; Konings & Vanormelingen, 2009).

Training programmes show employees that their employers value them as people and are committed to helping them grow in their positions (Denisova-Schmidt, 2011). Training not only improves an employee's skills, but also their critical thinking and imagination, allowing them to make more informed, timely decisions that boost productivity. Training programmes are those that help workers improve their knowledge, abilities, and networks (Elnaga & Imran, 2013). On top of that, it helps staff deal with customers efficiently and address their concerns promptly (Hollenbeck, Derue & Guzzo, 2004). In addition, numerous studies have shown that training helps boost workers' enthusiasm, dedication, and job satisfaction—all of which have a positive impact on productivity on the job (Meyer & Allen, 1991; Sahinidis & Bouris, 2008; Ocen, Francis, & Angundaru, 2017). As a result, a great deal of money is being spent by businesses on training. Training employees helps them work harder and more effectively toward the organization's goals. Training may improve an employee's performance on the job, as suggested by the aforementioned studies. From the aforementioned, it can be concluded that the first premise

of this review—that training improves work performance is supported.

Hypothesis 1: There is a positive relationship between training and job performance.

Hence, based on the review, this paper proposes a conceptual model that shows the relationships among training and job performance.

2. Methodology

The empirical data for the current study were collected from IT firms in Bangalore. The total population of this study was 127 employees of IT firms by using disproportionate stratified sampling method, because to assure representation of employees belonging to different groups in the selected organization.

This study depends on primary data. The data of this study were collected from the respondents through structured questionnaire. The questionnaire contained questions relating to training, and job performance.

Measures

There are a wide variety of methods for gauging training in the published works. The effectiveness of training was evaluated using a 30-item, 5-point scale derived from the research of Grantson (2015). We measured a dependability of 0.77 for the instruments. To investigate the correlation between interest in one's training on the job, we used Kanungo's (1982a) Job performance Questionnaire.

Simple Linear Regression Analysis

Simple linear regression was used to measure the impact of the independent variable on dependent variable. The regression coefficient (represent by R^2) can take on any value between 0 and 1. It measures how much the dependent variable varies with an independent variable when all other independent variables are held constant. Therefore, linear regression was used to measure the impact of employee training on job performance and to test the impact of job involvement on job performance employees in IT. Ten items are included in JIQ scale. The scale reliability was at 0.79. To measure job performance, eleven question items were used from past research works of Koopmans et al. (2011). The instrument had a good degree of reliability with a Cronbach's alpha of 0.87.

3. Results

Profile of the Respondents

In the survey, the gender distribution of the respondents is 70.2 percent males and 29.8 percent females. The results revealed that the respondents are young, with 39.7 percent between 21 and 30 years. In terms of educational background of the respondents, 42.3% of them were studied advance level, 37.5% of them were studied diploma level, 14.4% of them were graduates and 5.8% of them were postgraduates. The results also revealed that 35.3 percent respondents have the work experience below 5 years, 30.3 percent of the respondents have work experience between 6 and 10 years and 34.4 percent of the respondents have the experience above 10 years.

Descriptive statistics and Correlation Analysis

The connection between the variables was analyzed using a correlation formula. Sekaran (2000) states that a r value between 0.10 and 0.29 indicates a poor relationship, while a r value between 0.30 and 0.49 indicates a medium relationship, and a r value between 0.50 and 1.0 indicates a high relationship. Table I displays mean values, standard deviations, and correlations for all variables. According to the study's descriptive statistics, the surveyed firm provides extensive training to its personnel. This data also suggests that workers are very invested in their jobs. The survey also found that workers' mean ratings of their own performance ranged from 3.89 to 3.96 out of 5.

Variables	Mean	SD	1	2
1 Training	3.89	1.06		
2 Job Performance	3.94	1.02	0.596**	0.894**

N=127, **Correlation is significant at the 0.01 level (2-tailed)

(Source: Survey Data)

Table 1: Descriptive Statistics and Correlation Matrix

Correlation analysis explained that training has a strong positive correlation with job performance. Further, Correlation analysis also shows significant and strong positive correlation

Table 2: Model Summary of Impact of Training on Employee Performance					
Model	R	R square	Adjusted square	R	Std. Error of the Estimate
1	.596 ^a	.355	.348		.7295586489
1. Predictors: (Constant), Training					
2. Dependent Variable: Employee performance					

(Source: Survey Data)

4. Discussion

The analyses show that there is a high positive correlation between training and performance on the job. In other words, this finding lends credence to the study's primary hypothesis. According to the findings of the present study, providing workers with a comprehensive training programme can have a significant impact on their productivity on the job. The most up-to-date information and relevant skills are essential for each work, and employers should provide those to their staff. Training's primary goal is to help workers acquire the attitudes, behaviours, and expertise they need to do their jobs well. Worker performance is enhanced as a result of increased job satisfaction, motivation, organizational commitment, and employee engagement. Moreover, training greatly aids to lowering absenteeism and employee turnover by helping workers advance in their careers. As a result, the company is giving training to its upper-, middle-, and lower-level staff more thought in the hopes of boosting productivity across the board. This confirms what we already knew from the literature: that training had a positive effect on workers' productivity on the job (Sahinidis & Bouris, 2008; Hermawati & Mas, 2017; Elnaga & Imran, 2013). In addition, the study's findings imply that when a company decides to improve its performance, it should concentrate on giving its employees of all levels the training they need to do their jobs well. To produce and cultivate highly efficient and successful people within the organisation, training is seen as a crucial HR activity. This is because it increases the organization's performance, which in turn increases the business's competitive edge and reputation.

The data also shows that there is a considerable positive association between employee work participation and performance.

As a result, modern businesses are adopting and implementing a plethora of cutting-edge techniques and initiatives designed to increase workers' commitment to their jobs and, in turn, boost productivity. Employees that are highly invested in their work and the success of the company do so because they have a constructive outlook on the role they play in achieving the company's mission and vision. Employees that are invested in their work are more likely to go above and beyond in their duties and make significant contributions to the company's success.

5. Conclusion

There was found to be a favourable and statistically significant link between training and performance on the job, according to the results of this study. The study's findings, taken together, imply that training is a major factor in determining workers' productivity on the job.

There needs to be theoretical and practical value to this research. Results and conclusions are expected to make theoretical contributions to the fields of human resource management and employee attitude and behaviour. The researcher hopes that practitioners will use the study's findings to better appreciate the significance of employee training and job involvement in boosting employee performance on the job.

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