

Role of Training in Achieving Employee Performance

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Abstract: Training of an employee is very crucial as it bridges the gap between the existing capabilities of the employees and what the organisation desires from the employees. Without training an employee would be unable to perform effectively and efficiently which can become an issue for the organisation, as the employees of the organisation is not performing according to the standards of the organisation. If proper training is given to the employees then they can perform effectively and efficiently as they would know what is expected from them. This study is done on training and employee to study the relationship between training and employee performance. The study mainly focuses on Service Sector. Convenient sampling method was used for data collection. Data was collected from Delhi/NCR Region. Regression analysis was used to test the hypothesis. Result of this study shows a positive relationship between training and employee performance.

Keywords: Training, Employee Performance, Service Sector

I. INTRODUCTION

Training in organisation is essential in today's time as it helps in reducing the gap between what organisations desire in their employees' skills and capabilities and what are the actual skills and capabilities of the employees. Trainings can be given through various means like videos, lectures, etc. According to Michael Armstrong, "Training is systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job." And Dale S. Beach defined "Training is usually considered as the organised procedure by which people gain knowledge and increase skill for a definite purpose. There are mainly two methods of training i.e. on the job training and off the job training. On the Job Training: It is the training which is imparted when the employee does his/her work; (a) Coaching, it is one to one interaction where the supervisor provides feedback to the trainee on his/her performance and also give suggestions for better performance; (b) Mentoring, it is also one to one interaction where there is a relationship between "mentor" and "mentee" and mentor is someone who is known as know it all and the goal is to help mentee improve their skills; (c) Job Rotation, it is the training of employees by rotating the trainee from one job to another related job. This helps the employee become well-rounder in his job and ensures that the employee doesn't get bored; (d) Job Instructional Technique, it is training where employees are trained through step-by-step instructions by the trainer. It can be given in one to one interaction or in groups; (e) Apprenticeship, it is training under an expert who gives both classroom education and on the job work which is usually for 3-4 years; (f) Understudy, in this the training is given to subordinate by letting the subordinate participate in day to day problems. The subordinate learns through observation and experience. Off the Job Training: Training given to an employee at a site which is not the actual work environment ;(a) Lectures and Conferences, it is one of the most known forms of training. It is verbal presentation which can be for small group of audience or large group of audience. The lectures should be interesting enough that it captures the audience to listen to it so that they can learn from it in the end; (b) Vestibule Training, it is a training where employees are trained in a place which is similar to the actual working conditions so that they get familiar with the working conditions and it prevents the employees from committing costly damages to the actual machines; (c) Simulation Exercises, it is an artificial environment which is exactly similar to the actual situation. This includes; (i) Management Games, it helps in logical and decision making skills of an employee and it orients an employee with practical applicability of the subject; (ii) Case Studies, it is an in-depth study of a subject which helps in bridging the gap between theoretical application and practical application; (iii) Role Play, during role play, the employees take a role and acts out situations connected to the learning concepts. It is a method of human interaction that involves realistic behaviour in imaginary situations; (iv) In-Basket Training, this involves giving employees memos, e-mail, reports, etc. and asking them to prioritise the decisions which needs to be taken immediately and which can be delayed; (d) Sensitivity Training, also known as T-Group Training which allows an employee to express his/her emotions freely without any judgement. The members are encouraged to interact with new members and new individual behaviours.

Types of Training; (a) Induction, also known as Orientation Training which is given to an employee to make his/her surrounding familiar to him/her. It is given immediately after recruitment; (b) Job Training, it is given to an employee to increase the knowledge and skills of an employee for improving performance on the job; (c) Safety Training, this is given to ensure that minimise accidents and damages occurs to the machinery;

(d) Promotional Training, it involves training of existing employees to enable them to perform higher level jobs; (e) Refresher Training, also known as retraining which is given to existing employees to get them acquainted with the latest methods of performing their jobs and improve their efficiency further; (f) Remedial Training, this is given to old employees to overcome their shortcomings in their behaviour and performances; (g) Internship Training, this given to students to give them exposure of practical knowledge to their theoretical knowledge. Planned training according to Kenney and Reid consists of the following steps; (a) identify and define training needs; (b) define the learning required in terms of what skills and knowledge have to be learnt and what attitudes need to be changed; (c) define the objectives of the training; (d) plan training programs to meet the needs and objectives by using right combination for training techniques and locations; (e) decide who provides the training; (f) evaluate training; (g) amend and extend training as necessary.

The concept of performance has been expressed by Brumbach as follows: 'Performance means both behaviours and results. Behaviours are the product of mental and physical efforts applied to tasks and that can be observed apart from the result from the job. Two types or dimensions of performance are being given by Aguinis (2006): Tasks Dimension of Performance (includes all those work activities that allow the completion of tasks in a job); Contextual Dimension of Performance (includes all those behaviours that make an employee act responsibly toward the organization). There are many advantages of higher performance such as the productivity of an employee increases, employees get job satisfaction, involvement of employees in their jobs increases, quality and quantity of the production increases, profits improves, etc.

Rationale

The reason the researcher chose this topic is because every organisation gives training to their employees in one way or another and to know whether the training is impacting the employee in a manner which is shown by his/her performance is crucial. Just having training won't be beneficial for either the organisation or the employee. Its true benefit is when the employee can perform according to his/her training.

Objectives of the study

1. To find out the level of employee training
2. To find out the level of employee performance
3. To analysis the relationship between training and employee performance

The following two hypotheses were formed:

H₀: There is no significant relationship between training and employees performance

H_a: There is significant relationship between training and employees performance

II. REVIEW OF LITERATURE

It is very necessary for the organisation to design the training very carefully (Michael Armstrong, 2000). The design of the training should be according to the needs of the employees (Ginsberg, 1997). People learn from their practical experience much better as compare to bookish knowledge. On the job training reduces cost and saves time (Flynn et al., 1995; Kaynak, 2003; Heras, 2006). On the job training helps employees to get the knowledge of their job in a better way (Deming, 1982). It is better for the organizations to give their employees on the job training because it is cost effective and time saving (Ruth Taylor et al., 2004).

It is very difficult for an employee to perform well at the job place without any pre-training (Thomas N. Garavan, 1997). Trained employees perform well as compared to untrained employees (Partlow, 1996; Tihanyi et al., 2000; Boudreau et al., 2001). Training and development increase the overall performance of the organization (Shepard, Jon et al., 2003). Eisenberger and Aselage (2003) describe if the employee receives the support from the employers, such as training, they will trust the employer and will be more obliged to reciprocate. According to Akintayo (1996), training enhances the employee's ability to use of tools and machine; reduces waste, accidents, turnover, lateness, absenteeism and other overhead costs, eliminates obsolescence in skills, technologies, methods, products, capital management etc. Training and development is particularly important for the maintenance of the human resource base of the organization and must be viewed as an integral part of the core organizational strategy, rather than an adhoc operational issue (Rowley, 2001).

Although it is costly to give training to the employees but in the long run it give back more than it took (Flynn et al., 1995; Kaynak, 2003; Heras, 2006). Abiodun (1999) said that, through training employees can get knowledge, skills, and attitudes which are the requirement of employees to perform their task adequately. Stephen & Bowley's (2007) study shows the link between employee productivity and training which further leads to employee performance. The aim behind training employees is "achieving cost effective high performance" and good performance brings quality, as according to Deming, (1982). Several advantages can be achieved through training, including the enhancement of job satisfaction among employees, in addition to commitment and collective empowerment (Voegtlin et al, 2015; Ajibade & Ayinla 2014; Sung & Choi, 2014).

According to Wright & Geroy (2001), employee competencies change through effective training programs. According to Kenney & Reid (1986) planned training is the deliberate intervention aimed at achieving the learning necessary for improved job performance. Training affects employees' behavior and their working skills which results into employees enhanced performance as well as constructive changes (Satterfield

& Hughes, 2007). On the basis of above discussion this study tried to find out the relationship between training and employee performance.

III. RESEARCH METHODOLOGY

The research design of this study is descriptive as hypothesis testing has been done in this research. This research is also exploratory as this research tried to explore the level of employee training and their performance. Data has been collected from 40 employees belonging to Service Sector of Delhi/NCR Region, where 23 were males and 17 were females and their age ranged from 22 to 57. Convenient Sampling technique was used for data collection. Responses were collected using 5 point scale (1 = Never 2 = rarely 3 = sometime 4 = often 5 = always). Data have been collected from different segments of service sector such as investment, banking, dataflow services, advertising and airline. Data was analysed using Mean, Median, Mode, Standard Deviation and Regression Analysis.

Table1: Reliability

Sr. No.	Variables	No. of Items	Cronbach's Alpha
1	Training and Development	12	0.904
2	Employee Performance	16	0.949
3	Total	28	0.960

Table 1 shows the reliability of the scale. Reliability of 12 statements of training and development scale came out to 0.904, and reliability of 16 statements of employee performance was 0.949 and the total reliability of the scale was 0.960.

IV. ANALYSIS AND INTERPRETATION

- a) **For Analysis of first Objective:** To find out the level of employee training

Table2: Level of Employee Training

S. No.	Statements	Responses in Percentage					Total
		Always	Often	Some-times	Rarely	Never	
1	The training program designed based on the requirements of the job	17	37	39	5	2	100
2	Type of training you have taken applicable for the job after the training	27	22	41	5	5	100
3	Have known the objective of the training	44	37	15	2	2	100
4	The training increase your motivation to the job you do	27	29	34	5	5	100
5	Training improves your skills, knowledge, attitude change, new capability	39	29	15	10	7	100
6	The training lead you to be satisfied with your job	32	29	20	7	12	100
7	The method of training used by the organization is effective	24	32	32	10	2	100
8	Have enough training that enables you to do your job as required	20	41	20	10	9	100
9	The expenditure for employee training is enough	10	34	29	20	7	100
10	The training program evaluate during or at the end of the program	29	32	32	7	0	100
11	The organization is effective from the training expenditure	24	34	20	12	10	100
12	Satisfied with the overall aspect of the training programs in the organization	27	29	22	22	0	100

From Table 2 training increase employee motivation to the job they do, type of training employees have taken applicable for the job after the training. 90% employees are in favour. Overall results shows that employees are in favour of training as average 80% employees' shows the positive effects of training.

Type of Training

- 1 On the Job
- 2 Off the Job

88% employees got on the job training, whereas 12% employees got off the job training. The below table 3 shows the mean, mode and standard deviation of Training

Table 3: Descriptive Statistics

	N	Mean		Mode	Std. Deviation
	Statistic	Statistic	Std. Error	Statistic	Statistic
Avg_training	40	3.6221	0.12266	3.58	0.77579
Valid (listwise)	N 40				

In Table 3, mean is a “measure of central tendency”, which in this case is 3.6 and indicates that on an average, employees are in favour of the trainings imparted in the organisations.

The standard deviation, on the other hand, is a “measure of dispersive” which shows how wide a range the value span. In this case, it is 0.77 which indicates that the values in the statistical data set are not widely dispersed and closer to mean value. Also, the mode is the value that appears most often in a set of data. In the survey, the mode is 3.58 which implies that majority of the employees, are in favour of benefits of training.

b) **For Analysis of second Objective:** To find out the level of employee performance

Table 4: Level of Employee Performance

S. No.	Statements	Responses in Percentage					Total
		Always	Often	Some-times	Rarely	Never	
13	Training helps me to increase productivity	34	34	30	2	0	100
14	The training received helped to enhance high quality of product/service	37	32	27	2	2	100
15	The training provided by my organization helped to improve quantity	24	32	37	5	2	100
16	The training enables to improves skills, knowledge, attitude change, new capability	34	27	24	13	2	100
17	Training helps to enhance the use of tools and machine, operational safety	24	24	40	10	2	100
18	After the training, it reduces possible accidents	24	29	22	20	5	100
19	Have a good relationship with the supervisor and the training reduces lateness, absenteeism	29	32	15	17	7	100
20	The training provided helped to eliminates obsolesce in skills	27	24	29	15	5	100
21	Training helps to reduction in errors	24	27	24	20	5	100
22	Training helped me reduce frequency of supervision	20	34	32	10	4	100
23	Training helps to reduction in turnover	12	29	22	20	17	100
24	Feel a strong sense of belonging to this organization and the training helps to improve motivation to work	29	32	24	5	10	100
25	Training helps to decrease material wastage	29	24	29	16	2	100
26	Training helps to increase job satisfaction	29	37	22	10	2	100
27	Training brings strong team work so as it helped the organization training increase work efficiency	29	32	27	10	2	100
28	Training provided helped the organization to ensure its success with client satisfaction	34	37	20	7	2	100

Table 4 shows the level of employee's performance. Data shows that 64% employees agreed that training helps them to increase productivity where as 30% employees are somewhat agree to this statement. 66% employees are agreed that training helps them to increase job satisfaction.

Table5: Descriptive Statistics

	N	Mean	Std. Error	Median	Mode	Std. Deviation
Workers Performance	40	3.6016	0.13395	3.7812	3.81	0.84716
Valid N (listwise)	40					

Table 5 mean value of the responses. The mean value is 3.6 which indicate that on an average, trainings imparted in the organisations have sometimes impacted the employees' performances. The standard deviation is 0.84 which indicates that the values in the statistical data set are not widely dispersed and closer to mean value. Also, the mode is 3.81 which indicate that for majority of the employees, trainings have sometimes impacted their performance.

c) For analysis of third objective: To analysis the relationship between training and employee performance. The following hypotheses was formed:

- H_0 : There is no significant relationship between training and employees performance
- H_a : There is significant relationship between training and employees performance

Hypothesis of this study was tested through regression analysis. The result and findings of the hypotheses is shown in the following tables given below:

Table6: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.805 ^a	0.648	0.639	0.50929

a. Predictors: (Constant), Training

b. Dependent Variable: Employees' Performance

Table7: ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.134	1	18.134	69.913	0.000 ^a
	Residual	9.856	38	0.259		
Total		27.990	39			

a. Predictors: (Constant), Training

b. Dependent Variable: Employees' Performance

Table8: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.417	0.389		1.072	0.291
	Training	0.879	0.105	0.805	8.361	0.000

a. Dependent Variable: Employees' Performance

Performance appraisal was entered as dependent variable and Training as Independent Variables in Model 1. The R value came out to be 0.805 as shown in table 6.

The outcome of H_0 was that 'Training' does indeed have a positive significant relationship with Employees' Performance. Based on the results of regression analysis which showed 'Training' was significant at the 0.000 (table 7) level, which is less than 0.05 confidence level for this study. Based on the result of regression analysis the null hypothesis has rejected, which concludes that "There is a significant relationship between the Training and Employees' Performance. Beta value came out to be 0.805 as shown in table 8, which means that 80% of employees' performance is defined by training.

V. CONCLUSION

According to this study, 88% employees get on the job training, whereas 12% employees get off the job training. It can be seen that no matter what type of training it is, employees perceive that the training imparted to them is actually impacting their performance in a positive manner. So, the researcher concludes that the way the training is imparted and the learning of the training is actually impacting the employees' performances and a proper training will help the employee to perform effectively and efficiently. Training should be provided to all the employees of the organisations as it has a positive impact on the employee performance which will help the employees know what is expected from them and how to achieve the tasks/goals/objectives. If the training is provided to the employees then they can perform efficiently and effectively. Off the Job Training should also be provided to the employees with On the Job Training as it will help the employee to become all-rounder. It is suggested that, as the current study is based on small sample size, the future studies are recommended to encompass larger sample size. As the current study is based on only service sector, future study could be done on comparative basis between service and manufacturing sectors, public and private sectors, that could probably impart more comprehensive understanding about the impact of the training on the employees' performances. The current study has a greater impact and utility across different organisations. The study would be helpful for the Organisations as they will get to know whether the training provided by them is actually impacting the employees' performance or not, and if not then they can take corrective actions.

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