A Study on The Analysis of Employee Awareness of Training and Development Policies and Their Relationship with Employee Performance

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Abstract: The present study tries to examine the awareness of employees of select IT companies towards the company training policy. The study also tries to understand the relationship between employee performance and their awareness of company training and development policy. For the purpose of the study, data has been collected through a structured questionnaire from 150 respondents of five select IT Companies from Cyberabad, choosing 30 employees from each Company using a two-step sampling approach, stratified and convenience sampling techniques. The data were analysed using SPSS software and the tools used to analyze the data were Cronbach Alpha, Kendall's W Test and Ordinal regression. The analysis has concluded that employee performance has a strong relation with company training policy

Key Words: Employee Awareness, Employee Performance, Employee Satisfaction, Training and Development, Training needs, Training and Development Policies.

I. INTRODUCTION

Training is the technique for assisting a person with captivating his proficiency and viability in the working environment by improving furthermore, refreshing their expert information by making capacities pertinent to their work and developing reasonable conduct and demeanour towards work and people. Training is explicitly formal in particular ways. While education is essentially stressed with information improvement, training is essentially expected to increment understanding, animate disposition, and bestow capacities connected to a specific work. It's a deep-rooted and continuous technique.

Training is a movement program that is time-bound. Along these lines, there is a redone particular discipline of coaches blending in the field of human movement. We are living in such a phase where the world resembles a small town. The distance between various countries around the world seems to be decreasing and the business of Organizations seems to be expanding as a result of Globalization. In such a situation, every organization should be aware of the dynamics of Global Change, and they should deal with utmost attention when dealing with the consequences of Globalization. The concept of Training has been explained in a variety of ways by different experts in the field of Training and development. A few of the definitions are given as follows.

"Training is the process of teaching new employees the basic skills they need to execute their jobs," says Garry Dessler.

"Training is the process of giving and receiving information relevant to problem-solving," says Jack Halloran.

Flippo, Edwin B. "Training is the act of enhancing an employee's knowledge and skills for completing a specific job," he explained.

"Training is the planned technique through which people learn knowledge and increase skill for a particular purpose," says Dale S. Beach.

II. REVIEW OF LITERATURE

The following steps can be followed while implementing Training Programmes in an Organization which will be satisfactory for both employees and the Organization (Salah, 2016):

- ➢ Identification of training needs
- ➢ Analysing organizations training needs
- ➢ Formulate training objectives
- ➢ Review existing training methods
- ➢ apply existing methods or design new ones
- ➢ implement the training programme developed
- ➢ evaluate training and development methods
- ➢ measure the achieved results against standards
- ➢ provide effective feedback to participants.

The role of Training and Development was examined and it was found to be a prominent determinant for improving employee productivity and performance at work (Singh, n.d.). The implementation of training and development programmes at workplace has a positive result on the

employee performance and effectiveness. There was a positive correlation established between Training and Development practices and the performance and effectiveness of employees. A test was conducted to understand the relationship between Training and Development practices and employee performance and effectiveness. To conduct this test of relationship, a linear regression model was established. The result of this test has revealed that there was a direct cause and effect relationship existing between the dependent variables (employee performance and effectiveness) and independent variable which was Training and Development programme (Asfaw et al., 2015). Research was conducted by Ghafoor Khan and others to analyze the impact of training and development practices on organizational performance. It was observed that there was a positive impact of training and development practices on the organizational performance. It was also discovered that delivery style of training, providing on the job training and training design approach had a positive impact on the organizational performance. Training & Development has a positive impact on Organizational Performance. (Ghafoor Khan et al., 2011).

Training caters to the benefits of employee knowledge, skills, abilities, competencies and behaviour. Training practices alter the behaviour of employees in a positive manner and help in achieving Organizational goals. Training also helps to build the gap between what is happening and what should happen by increasing the level of performance (Dabale et al., 2014). Performance is all about achieving a specific task that could be measured against a predetermined set of standards like accuracy, cost, speed and completeness. Employee performance is something that releases an employee from all of his liabilities assumed as part of a contract. Efficiency and effectiveness are key components that can be inculcated in employees through properly planned training and development programmes (Cooke et al., 2000).

The main objective of every organization is to improve its performance over a period of time. But it is possible only when the employees of the Organization perform effectively and efficiently. Thus, as a result, the Performance Management System came into existence to support the Organizations to achieve their main objective of improving their performance (Sharif, 2002). (Manu, 2004)Suggested to have a collection of desirable strategies and models that can help prevent a training programme from failing. According to the findings, organisations should select training and development strategies that successfully integrate into their culture. Training requirements and important business skills should be properly evaluated. Then the proper management is put in place. For effective training, strategies, as well as detailed plans or models, should be implemented and development programme in order to encourage personnel, close performance gaps, and

meet the company's goals achieving organisational objectives successfully.

Training and development plays a very important role in improving the performance of employees. If an organization is expecting a fair return on investment by investing on their employees, it is essential for an organization to invest in training and development. The Organizations which do not invest a fair amount in training and development programs face a tough competition and lose their place in the competitive world. Such organizations are easily susceptible to fall behind the competitors according to (Nel, n.d.). Despite the above-mentioned advantages, many training and development programmes fail to deliver the intended results. Employees will be more satisfied with their existing occupations as a result of the training they receive. To ensure that the employees feel more satisfied with the training and development programs and attain job satisfaction, the organizations should concentrate on employee potential and development activities (Shaheen & Kakakhel, n.d.). (Aswathappa, 2000) proposed that, if the Organizations are expecting the Training and Development programmes to be implemented effectively over a period of time and if they are expecting the Training and Development practices to produce the desired results, they have to look certain elements. The elements could be Organizational Procedures and the established roles of all the individuals. He suggested the Organizations to follow a strategic approach while implementing Training and Development programmes. He also suggested that the strategic approach should focus on certain elements. They are:

➤ The attitudes and beliefs of Organizational members.
➤ The amount and nature of the resources available.
➤ Analysis of the Organizational needs.

This particular Strategic approach should be helpful in catering to the needs of both the present and the future.

III. OBJECTIVES OF THE STUDY

➤ To understand the awareness of IT employees towards the company training policy.
➤ To study the relationship between the awareness of IT employees towards the company training policy and employee performance.

IV. METHODOLOGY

➤ **Design of Research:** This study tries to examine the awareness of employees of select IT companies towards the company training policy and the training needs of employees. The study also tries to understand the relationship between the awareness of IT employees towards the company training policy and employee performance.

For the purpose of the study, data has been collected through a structured questionnaire from 150 respondents using a two-step sampling approach, stratified and convenience sampling techniques.

Data Collection Tools: The data was collected using a structured questionnaire. The structured questionnaire consisted of questions in the form of statements and the responses were taken in the form of close-ended responses by implementing a five-point Likert Scale, ranging from 1 to 5. Where 1 stand for Strongly Disagree and 5 stands for Strongly Agree.

V.   DATA ANALYSIS AND RESULTS

Training policy and employee awareness

This section of the analysis studies employee awareness of companies training and development policies.(Vitale et al., 2015) have recommended that if the Cronbach alpha value is greater than 0.7, it would indicate that there is a high consistency and reliability of the statements in measuring a particular factor and has good internal consistency.

Table 1: Data Validation - Cronbach alpha for all variables.

Reliability Statistics	
Cronbach's Alpha	N of Items
.728	7

Source: Primary data obtained from the individuals of the selected sample.

The Cronbach alpha for the 7 items is 0.728. As it is recommended that a Cronbach alpha value greater than 0.7 would indicate that there is a high consistency and reliability of the statements in measuring a particular factor and has good internal consistency, the value 0.728 is suggesting that the items have relatively good internal consistency. The items used for this analysis are, There is a practice of implementing a policy which ensures a strict development, implementation and monitoring training and development practices and I am aware of it.; The Training and Development Policy of my Organization facilitates various Organizational elements like Employee Induction, Changes in Organizational Culture, Vision and Mission.; The method of selecting employees to send them to attend Training Programmes at my Organization strictly ensures equity (transparent and fair); The Policy and Procedures of Training and Development programmes at my Organization Are designed in such a way that the Programmes are able to utilize the Resources effectively; The Existing Training and Development Policies at My Organization Are Being Implemented Promptly; The Training and Development practices implemented at my Organization are in accordance to and align with the corporate strategy of my Organization; The Training and Development Policy Stipulates Budgetary Allocation for The Staff at My Organization.

Table 2: Descriptive Statistics

	Mean		Std. Deviation	Cronbach's Alpha
	Statistic	Std. Error	Statistic	
There is a practice of implementing a policy which ensures a strict development, implementation and monitoring training and development practices and I am aware of it.	4.45	.069	.840	.698
The Training and Development Policy of my Organization facilitates various Organizational elements like Employee Induction, Changes in Organizational Culture, Vision and Mission.	4.43	.067	.822	.686
The method of selecting employees to send them to attend Training Programmes at my Organization strictly ensures equity (transparent and fair)	4.51	.066	.809	.658
The Policy and Procedures of Training and Development programmes at my Organization Are designed in such a way that the Programmes are able to utilize the Resources effectively	4.63	.057	.700	.685
The Existing Training and Development Policies at My Organization Are Being Implemented Promptly	4.62	.061	.748	.674
The Training and Development practices implemented at my organization are in accordance to and align with the corporate strategy of my organization.	4.41	.062	.761	.713
The Training and Development Policy Stipulates Budgetary Allocation for The Staff at My Organization	3.95	.077	.947	.754

Source: Primary data obtained from the individuals of the selected sample.

All the variables used in the above table, except budgetary allocations for the training and development, have mean values above 4 which inferred most of the respondents agreed to the statements used to measure employee awareness about the company policy.

Kendall's W Test

Kendall's W test, which is also popularly referred to as Kendall's coefficient of concordance, is a nonparametric test which is implemented in research for evaluating various respondents' agreement. We're attempting to rank variables from most to least agreeable.

Hypothesis
H_0: There is no significant difference in the responses given by the respondents on their awareness of the training and development policy of the company.
H_1: There is a significant difference in the responses given by the respondents on their awareness of the training and development policy of the company.

Table 3: Ranks Output

Ranks	
	Mean Rank
There is a practice of implementing a policy which ensures a strict development, implementation and monitoring training and development practices and I am aware of it.	4.08
The Training and Development Policy of my Organization facilitates various Organizational elements like Employee Induction, Changes in Organizational Culture, Vision and Mission.	3.96
The method of selecting employees to send them to attend Training Programmes at my Organization strictly ensures equity (transparent and fair)	4.20
The Policy and Procedures of Training and Development programmes at my Organization Are designed in such a way that the Programmes are able to utilize the Resources effectively	4.45
The Existing Training and Development Policies at My Organization Are Being Implemented Promptly	4.48
The Training and Development practices implemented at my organization are in accordance to and align with the corporate strategy of my organization.	3.87
The Training and Development Policy Stipulates Budgetary Allocation for The Staff at My Organization	2.96

Source: Primary data obtained from the individuals of the selected sample.

From the table, it is observed the variable 'The Existing Training and Development Policies at My Organization Are Being Implemented Promptly' got higher acceptance from the respondents which has the mean value of 4.48. after this, the mean rank of 4.45 is given to 'The Policy and Procedures of Training and Development programmes at

my Organization Are designed in such a way that the Programmes are able to utilize the Resources effectively'. The last mean rank value 2.96 is given to 'The Training and Development Policy Stipulates Budgetary Allocation for The Staff at My Organization'.

The above table shows individual mean rank for the variables used in the analysis, and the following table contains test statistics including Kendall's W value, Chi-Square, degrees of freedom and p-value. The w value is 0.096, the Chi-Square value is 86.651 and the p-value is 0.000. This implies that there is a significant difference in the responses given by the respondents of different companies. Since the sample consist of multiple companies and each company might have their own policy, this result is valid. Therefore, the null hypothesis is rejected.

Table 4: Test Statistics

Test Statistics	
N	150
Kendall's W[a]	.096
Chi-Square	86.651
df	6
Asymp. Sig.	0.000
a. Kendall's Coefficient of Concordance	

Source: Primary data obtained from the individuals of the selected sample.

Ordinal Regression for employee performance

Ordinal regression is a technique for forecasting ordinal variables. It's one of the different regression analysis techniques available which would attempt to find the relationship between dependent and independent variables. The dependent variable is ordinal in nature and the independent variable could either be ordinal or continuous while performing Ordinal Regression.

Hypothesis
H_0: there is no significant relationship between the awareness of IT employees towards the company training policy and employee performance.
H_1: there is a significant relationship between the awareness of IT employees towards the company training policy and employee performance.

For the analysis below, the outcome variable is employee performance and seven predictor variables were used.

Table 5: Case Processing Summary.

		N	Marginal Percentage
How likely the overall Training & Development Activities have an effect on your Job Performance?	VUL	2	1.3%
	N	5	3.3%
	L	24	16.0%
	VL	119	79.3%

There is a practice of implementing a policy which ensures a strict development, implementation and monitoring training and development practices and I am aware of it.	DA	10	6.7%
	N	4	2.7%
	A	44	29.3%
	SA	92	61.3%
The Training and Development Policy of my Organization facilitates various Organizational elements like Employee Induction, Changes in Organizational Culture, Vision and Mission.	DA	8	5.3%
	N	8	5.3%
	A	46	30.7%
	SA	88	58.7%
The method of selecting employees to send them to attend Training Programmes at my Organization strictly ensures equity (transparent and fair)	DA	8	5.3%
	N	6	4.0%
	A	37	24.7%
	SA	99	66.0%
The Policy and Procedures of Training and Development programmes at my organization are designed in such a way that the Programmes are able to utilize the Resources effectively	SDA	1	0.7%
	DA	2	1.3%
	N	7	4.7%
	A	32	21.3%
	SA	108	72.0%
The Existing Training and Development Policies at My Organization Are Being Implemented Promptly	SDA	1	0.7%
	DA	5	3.3%
	N	3	2.0%
	A	32	21.3%
	SA	109	72.7%
The Training and Development practices implemented at my organization are in accordance to and align with the corporate strategy of my Organization.	DA	2	1.3%
	N	19	12.7%
	A	44	29.3%
	SA	85	56.7%
The Training and Development Policy Stipulates Budgetary Allocation for The Staff at My Organization	DA	12	8.0%
	N	35	23.3%
	A	52	34.7%
	SA	51	34.0%
Valid		150	100.0%
Missing		0	
Total		150	

Source: Primary data obtained from the individuals of the selected sample.

The above table presents case proceeding information. The response variable for the analysis is 'How likely the overall Training & Development Activities have an effect on your Job Performance?, and explanatory variables are There is a practice of implementing a policy which ensures a strict development, implementation and monitoring traning and development practices and Iam aware of it.; The Training and Development Policy of my Organization facilitates various Organizational elements like Employee Induction, Changes in Organizational Culture, Vision and Mission.; The method of selecting employees to send them to attend Training Programmes at my Organization strictly ensures equity 9transparent and fair); The Policy and Procedures of Training and Development programmes at my Organization Are designed in such a way that the Programmes are able to utilize the Resources effectively; The Existing Training and Development Policies at My Organization Are Being Implemented Promptly; The Training and Development practices implemented at my Organization are in accordance to and align with the corporate strategy of my Organization.; The Training and Development Policy Stipulates Budgetary Allocation for The Staff at My Organization.

Table 6: Model Fitting Information

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	171.823			
Final	106.172	65.651	23	.000
Link function: Logit.				

Source: Primary data obtained from the individuals of the selected sample.

The above table indicates the Model Fitting Information which has "Intercept Only" and "Final Model". The -2 Log Likelihood for "Intercept Only" specifies the model which does not consider any predictor variables but depends completely on an intercept to identify the Outcome Variable, whereas the -2 Log Likelihood for "Final", specifies the Model which includes the mentioned Predictor variables and has had its coefficients calculated using an iterative method that maximises the outcome's log-likelihood. The "Final" model has to outperform the "Intercept Only" model by including predictor varibles and maximising the log-likelihood of the outcome.

The significance value of.000 in the table above implies that all predictor factors have a good relationship with the outcome variable. As a result, employee performance is

strongly linked to the company's training programme, indicating that the model is a good fit. As a result, the null hypothesis is rejected.

Table 7: Goodness-of-Fit

	Chi-Square	df	Sig.
Pearson	127.871	259	1.000
Deviance	93.892	259	1.000
Link function: Logit.			

Source: Primary data obtained from the individuals of the selected sample.

The goodness of fit in the above table shows the Pearson chi-square and deviance, which are useful to determine whether a model shows a good fit to the data. The above table the significance value 1.000 which is above at 95 percent confidential interval.

Table 9: Parameter Estimates

Table 8: Pseudo R-Square

Cox and Snell	.354
Nagelkerke	.488
McFadden	.338
Link function: Logit.	

Source: Primary data obtained from the individuals of the selected sample.

Pseudo R-Square are analogues to R square values in OLS. Logistic regression does not have an equivalent R-square that is found in OLS regression. Since these "pseudo" R-squared values do not have the same interpretation as standard R-squared values from OLS regression (Lomax & Hahs-Vaugn, 2012). From the above table, the data obtained illustrates that the model fits very well with the data obtained.

		Estimate	Std. Error	Wald	df	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
Threshold	[Q4_7 = 2]	-7.912	1.344	34.655	1	.000	-10.546	-5.278
	[Q4_7 = 3]	-5.639	.892	39.953	1	.000	-7.387	-3.890
	[Q4_7 = 4]	-2.906	.645	20.318	1	.000	-4.170	-1.643
Location	[Q2_1=2]	1.170	1.293	.819	1	.365	-1.364	3.703
	[Q2_1=3]	-5.523	1.316	17.624	1	.000	-8.102	-2.945
	[Q2_1=4]	-.896	.576	2.419	1	.120	-2.025	.233
	[Q2_1=5]	0ª	.	.	0	.	.	.
	[Q2_2=2]	-1.242	1.089	1.301	1	.254	-3.377	.892
	[Q2_2=3]	1.299	1.336	.945	1	.331	-1.320	3.918
	[Q2_2=4]	-.494	.663	.555	1	.456	-1.793	.806
	[Q2_2=5]	0ª	.	.	0	.	.	.
	[Q2_3=2]	-2.598	1.554	2.796	1	.094	-5.644	.447
	[Q2_3=3]	15.179	4362.763	.000	1	.997	-8535.679	8566.038
	[Q2_3=4]	-.050	.698	.005	1	.943	-1.418	1.319
	[Q2_3=5]	0ª	.	.	0	.	.	.
	[Q2_4=1]	-21.209	7402.673	.000	1	.998	-14530.180	14487.763
	[Q2_4=2]	-19.920	7402.672	.000	1	.998	-14528.891	14489.050
	[Q2_4=3]	-5.318	1.817	8.565	1	.003	-8.879	-1.756
	[Q2_4=4]	-1.128	.650	3.011	1	.083	-2.402	.146
	[Q2_4=5]	0ª	.	.	0	.	.	.
	[Q2_5=1]	17.275	.000	.	1	.	17.275	17.275
	[Q2_5=2]	18.197	7402.672	.000	1	.998	-14490.773	14527.167
	[Q2_5=3]	21.000	4810.409	.000	1	.997	-9407.228	9449.228
	[Q2_5=4]	.755	.901	.702	1	.402	-1.011	2.522
	[Q2_5=5]	0ª	.	.	0	.	.	.
	[Q2_6=2]	-1.001	3.664	.075	1	.785	-8.182	6.179
	[Q2_6=3]	19.255	1962.895	.000	1	.992	-3827.947	3866.458
	[Q2_6=4]	-1.018	.615	2.742	1	.098	-2.222	.187
	[Q2_6=5]	0ª	.	.	0	.	.	.
	[Q2_7=2]	1.123	1.188	.894	1	.344	-1.205	3.451
	[Q2_7=3]	-.092	.796	.013	1	.908	-1.651	1.468
	[Q2_7=4]	-1.088	.639	2.903	1	.088	-2.340	.164
	[Q2_7=5]	0ª	.	.	0	.	.	.
Link function: Logit.								
a. This parameter is set to zero because it is redundant.								

Source: Primary data obtained from the individuals of the selected sample.

For each of the various variables in the model, the table above gives regression coefficients and significance tests. The regression coefficients are defined as the anticipated change in log odds of being in a higher rather than lower category on a dependent variable for each unit increase in the independent variable.

We interpret a positive estimate (b) as, for one unit increase on an independent variable, there is a predicted increase in

the log odds of falling at a higher level of the dependent variable. This indicates that as scores increase on the independent variable, there is an increased probability of calling at a higher level on the dependent variable.

We interpret a negative estimate(b) as for one unit increase on an independent variable, there is a predicted decrease in the log odds of falling at a higher level of the dependent variable. this indicates as scores increase on an independent variable, there is a decreased probability of falling at a higher level on the dependent variable.

VI.   SUMMARY OF FINDINGS

➢ The Kendall's-W Test was conducted to find if there is an agreement among the respondents of different sample companies about their awareness of company training policy. The W value was found to be 0.096.

➢ The Ordinal regression was conducted to study the relationship between the awareness of IT employees towards the company training policy and employee performance. The significance value was found to be 0.000.

VII.   CONCLUSIONS

➢ Based on the findings it could be concluded that there is a significant difference in the responses given by the respondents of different companies. Since the sample consist of multiple companies and each company might have their own policy, this result is valid.

➢ It could also be concluded that there is a significant relationship between the awareness of IT employees towards the company training policy and employee performance.

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