

A Study on The Relationship between Training and Development Activities and Employee Performance

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Abstract: The present study tries to examine the relationship between training and development activities and employee performance. The study also tries to establish a relationship between the performance of an employee and the factors associated with employee performance. 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, Kruskal Wallis Test and Ordinal regression. The analysis has concluded that employee performance has a strong relationship with the factors associated with employee performance.

Key Words: Employee Awareness, Employee Performance, Employee Satisfaction, Training and Development, Employee Morale, Employee Motivation.

I. INTRODUCTION

Training and development have become invincible practices that every organization cannot deny. Earlier, there was an emphasis on motivating the individuals by rewarding them for performing better. Monetary and non-monetary benefits like ESOPs, profit sharing, team incentives, retention bonuses etc were provided to the employees if they performed better. It was discovered over a period of time that implementing training and development activities at the workplace keeps motivating employees. There is enough evidence available in literature and research that the training activities positively impact employee performance, which is crucial for the cause of any organization. Organizations, today are either recruiting skilled individuals or training their hired employees to perform better which stresses the significance of training at all levels.

II. REVIEW OF LITERATURE

A study was conducted to understand the impact of training on employee performance. The level of employees selected for the study were operational level employees of a selected apparel organization in Srilanka. An analysis was done based on the responses given by the sample of machine operators. The analysis revealed that a strong, positive and significant relationship was established between training and development practices and employee performance. A correlation value of 0.817 indicated a positive relationship between the variables. It is very important for the management of an organization to discuss with their employees and identify their training needs and then plan

their training programmes accordingly. The line managers have to understand the importance of training and plan training activities accordingly to their subordinates. On a quarterly basis at least, the management should check and update the skill inventory of its employees. To enable the employees to be competent in their field, training should be a regular practice. The management should assume investment in training as an investment for the future and be optimistic towards training programmes. (Kuruppu et al., 2021)

A study was conducted on a population of doctors, nurses, clinical officers and other subordinate staff working at the government hospitals of Siaya country. Respondents were chosen based on stratified random sampling. It was discovered that there was a positive correlation between training and development procedures and employee performance among Siaya's health staff. Employees favour monetary and non-monetary incentives in equal measure. Non-monetary incentives, on the other hand, are favoured over monetary rewards. This doesn't indicate that non-monetary incentives like training etc are not required to motivate the employees. The research has revealed that the non-monetary incentives like providing training and others were highly motivating and preferred by the health sector employees, although there were fewer monetary benefits given. Thus, non-monetary benefits serve a dual purpose. Firstly, they help in overcoming the absence of adequate monetary benefits. Secondly, they are able to fulfil other needs of the employees like autonomy, respect, belongingness etc. (Onyango & Wanyoike, 2014)

A study was conducted to assess the relationship between training and development programmes and employee performance in Pakistan with reference to Banking Sector. The implementation of training and development practices at organizations motivates the employees to perform better and contribute more to the organization.(Imran & Tanveer, 2015)

Employee training and employee engagement significantly contribute to employee performance by 44.7%. There is empirical evidence of a partial mediation effect of employee engagement noticed between employee training and employee performance.(Sendawula et al., 2018). To assess the effect of training on employee performance, a study was conducted on United Nations support staff in Somalia. The study was conducted to assess the role of training on employee engagement, employee motivation and employee satisfaction. It was observed that implementing training programmes motivated the employees to get more engaged.it was also found that training motivated the top-level management to support the other employees.it was also observed that employee training resulted in better employee engagement in innovation.it was also observed that implementing systematic training programmes at the workplace improved the performance of employees and the enthusiasm of the employees also improved. If employees are provided training, they feel recognized which leads to enhanced employee motivation. Training also inculcates positive leadership characteristics among the employees. Because of implementing systematic training programmes at the workplace, the employees were satisfied and this resulted in improved customer relationships and improved staff/supervisor relationships at work.(Angela, 2014)

The research was conducted to analyze the variety of definitions given by different authors in the field of training and development. It was found that the majority of the authors focused on defining “training” and thereby ignoring to define the “development” part. Only 9 out of 35 definitions analysed focused on the term “training and development”, whereas the remaining 26 out of 35 definitions focused only on defining the term “training”. The same analysis of definitions was done to identify the dependent variables of training and development and the dependent variables like gaining knowledge, gaining skills, employee performance and Organizational efficiency were found. Training, these days is not just only serving the purpose of improving employee performance and organizational productivity but also has become an inevitable process that organizations cannot ignore if they really wish to sustain in the business in the long run.(Somasundaram & Egan, 2004). Research was conducted to assess the impact of talent management on sustainable organizational performance in real estate companies located in the United Arab Emirates. The hypothesis that talent management influenced organizational performance was tested using a structural equation model (SEM). The results have shown that talent management

practices unlikely had any impact on sustainable organizational performance. It was found that implementing sound learning and development practices, career planning and development practices had a positive impact on sustainable organizational performance.(Aina & Atan, 2020). A study was conducted to assess the effect of training on employee engagement, employee motivation, employee job satisfaction and employee performance in Bangladesh with reference to the banking sector. Employee engagement was found to be having a greater positive impact on employee performance when compared to the impact of employee motivation and employee job satisfaction on employee performance. Training and development practices should focus more on employee engagement rather than focusing on employee motivation and employee job satisfaction.(Nahida Afroz, 2018)

III. OBJECTIVE OF THE STUDY

- The main objective of the study is to study the relationship between employee performance and the factors associated with employee performance.

IV. METHODOLOGY

Design of research: This study tries to study the relationship between employee performance and the factors associated with employee performance. For the purpose of the study, data has been collected through a structured questionnaire from 150 respondent's 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:

This section of the analysis focuses on how employee performance is affected by the factors associated with employee performance as a result of conducting training and development activities.

The alpha coefficient for the 16 items is 0.808, since a reliability coefficient of .70 or higher is considered “acceptable” in most social science research, the value 0.808 is suggesting that the items have relatively high internal consistency.

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

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.808	.819	16

The alpha coefficient for the 16 items is 0.808, suggesting that the items have relatively high internal consistency. Since a reliability coefficient of .70 or higher is considered "acceptable" in most social science research, the value 0.808 is suggesting that the items have relatively good internal consistency. The items used for this analysis are, *Perform My Work Quickly and Effectively, Accomplish My Tasks Without Waste, Perform My Work with Better Accuracy and Precision, Grab Opportunity to Learn New Skills, Enjoy Good Relationships with Colleagues and Clients, Handle A Variety of Responsibilities, Work With Motivation, Be Personally Responsible for My Job Outcomes, Find My Work More Interesting and Passionate, Improved Productivity, Improved Ability to Make Decisions, Increased Team Inspiration, Increased Commitment Towards Work, Increased Ability to solve Client Issues, Increased Ability on Time Management and Stress Management and Improve Attitude at Work.*

Table 2: Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.545	4.220	4.780	.560	1.133	.032	16
Item Variances	.603	.212	1.116	.904	5.264	.072	16

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

The mean value from the above table is 4.545 shows there is acceptance among respondents.

Table 3: Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Perform My Work Quickly and Effectively	67.9400	37.252	.402	.800
Accomplish My Tasks Without Waste	68.1000	35.322	.414	.797
Perform My Work with Better Accuracy and Precision	68.0533	36.191	.331	.802
Grab Opportunity to Learn New Skills	68.0000	35.339	.498	.792
Enjoy Good Relationships with Colleagues and Clients	68.3000	36.057	.309	.804
Handle A Variety of Responsibilities	68.0867	35.124	.506	.791
Work With Motivation	67.9600	36.993	.395	.800
Be Personally Responsible for My Job Outcomes	67.9800	35.612	.569	.791
Find My Work More Interesting and Passionate	68.2400	35.762	.316	.804
Improved Productivity	68.2400	34.680	.481	.792
Improved Ability to Make Decisions	68.0800	36.668	.377	.800
Increased Team Inspiration	68.2267	36.156	.346	.801
Increased Commitment Towards Work	68.5000	33.933	.445	.795

Increased Ability to solve Client Issues	68.3467	33.202	.444	.796
Increased Ability on Time Management and Stress Management	68.2467	33.522	.446	.795
Improve Attitude at Work	68.5000	33.933	.445	.795

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

There are no negative values in corrected item total correlation column. This is the correlation between each item and a scale score that excludes that item. Items with negative item total correlations probably are not good items

Kruskal-Wallis Test

The Kruskal-Willi's test is a rank based nonparametric test which is used to determine if there are statistically significant differences among groups. The key output includes the estimated and p-value.

Hypothesis
H0: there is no agreement among the respondents towards the statements about the factors associated with employee job performance.
H1: there is an agreement among the respondents towards the statements about the factors associated with employee job performance.

Table 4: Ranks Output

	Organisation	Mean Rank
Perform My Work Quickly and Effectively	A	272.30
	B	360.50
	C	266.30
	D	315.27
	E	285.66
	Total	
Accomplish My Tasks Without Waste	A	240.50
	B	372.50
	C	318.50
	D	301.42
	E	266.68
	Total	
Perform My Work with Better Accuracy and Precision	A	269.23
	B	350.77
	C	247.17
	D	341.58
	E	289.41
	Total	
Grab Opportunity to Learn New Skills	A	287.30
	B	299.30
	C	294.50
	D	304.10
	E	318.50
	Total	
Enjoy Good Relationships with Colleagues and Clients	A	334.23
	B	295.50
	C	319.70
	D	278.79
	E	273.86
	Total	

Handle A Variety of Responsibilities	A	273.10
	B	316.10
	C	325.30
	D	263.73
	E	329.77
	Total	
Work With Motivation	A	290.90
	B	302.90
	C	360.50
	D	291.82
	E	253.15
	Total	
Be Personally Responsible for My Job Outcomes	A	301.10
	B	307.70
	C	307.70
	D	343.88
	E	232.86
	Total	
Find My Work More Interesting and Passionate	A	299.30
	B	329.30
	C	320.90
	D	315.27
	E	230.68
	Total	
Improved Productivity	A	229.10
	B	377.30
	C	360.50
	D	253.79
	E	284.35
	Total	
Improved Ability to Make Decisions	A	278.90
	B	367.10
	C	337.70
	D	246.64
	E	274.48
	Total	
Increased Team Inspiration	A	297.50
	B	297.50
	C	378.50
	D	260.19
	E	269.59
	Total	
Increased Commitment Towards Work	A	338.30
	B	275.30
	C	320.90
	D	257.02
	E	315.88
	Total	
Increased Ability to solve Client Issues	A	302.10
	B	312.50
	C	281.70
	D	267.88
	E	344.72
	Total	
Increased Ability on Time Management and Stress Management	A	320.30
	B	354.70
	C	320.30
	D	251.50
	E	256.08
	Total	
Improve Attitude at Work	A	338.30
	B	275.30
	C	320.90
	D	257.02
	E	315.88
	Total	

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

From the above table, it can be inferred that the mean rank of the variable for each company can be used to compare the opinion of the different samples. Whether these opinion groups have different opinions can be assessed using the test statistics.

The test statistics table shows the results of the Kruskal-Wallis Test. This table presents chi-squared statistics, degrees of freedom and “asympt. sig.”

Table 5: Test Statistics

	Q-1	Q-2	Q-3	Q-4	Q-5	Q-6	Q-7	Q-8	Q-9	Q-10	Q-11	Q-12	Q-13	Q-14	Q-15	Q-16
Chi-Square	49.718	72.691	66.347	4.666	13.834	25.733	48.153	48.902	34.968	92.881	60.936	46.824	22.515	20.013	53.951	22.515
df	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
Asymp. Sig.	.000	.000	.000	.328	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
a. Kruskal Wallis Test																
b. Grouping Variable: Organisation																

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

It can be inferred from the above table; the test values shows that there is a statistically agreement in opinion among different respondents. Considering the elements, the corresponding chi square values are 49.7, 72.6, 66.3, 4.66, 13.8, 25.7, 48.1, 48.9, 34.9, 92.8, 60.9, 46.8, 22.5, 20.0, 53.9 and 22.5 respectively, the significance value is .000 for all instruments except 2 items, hence, the null hypothesis is rejected.

Ordinal Regression

Ordinal regression is used to predict an ordinal variable. It is also a type of regression analysis used to analyse the relationship between explanatory variables and response variable. In ordinal regression analysis, the dependent variable is ordinal, and the independent variable can be ordinal or continuous.

Hypothesis

H0: there is no significant relationship between the employee performance and factors associated.

H1: there is a significant relationship between the employee performance and factors associated.

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

Table 6: Case Processing Summary

		Marginal Percentage
How likely the overall Training & Development Activities have an effect on your Job Performance?	UL	1.3%
	N	3.3%
	L	16.0%
	VL	79.3%
Perform My Work Quickly and Effectively	N	2.0%
	A	18.0%
	SA	80.0%
Accomplish My Tasks Without Waste	DA	4.0%
	N	6.0%
	A	14.0%
	SA	76.0%
Perform My Work with Better Accuracy and Precision	SDA	0.7%
	DA	2.0%
	N	6.7%
	A	11.3%
	SA	79.3%
Grab Opportunity to Learn New Skills	DA	2.0%
	N	6.0%
	A	10.0%
	SA	82.0%
Enjoy Good Relationships with Colleagues and Clients	SDA	0.7%
	DA	2.7%
	N	8.7%
	A	30.0%
	SA	58.0%
Handle A Variety of Responsibilities	DA	2.0%
	N	6.0%
	A	18.7%
	SA	73.3%
Work With Motivation	N	4.0%
	A	16.0%
	SA	80.0%
Be Personally Responsible for My Job Outcomes	DA	2.0%
	A	20.0%
	SA	78.0%
Find My Work More Interesting and Passionate	DA	4.0%
	N	12.0%
	A	16.0%
	SA	68.0%
Improved Productivity	DA	4.0%

	N	6.0%
	A	28.0%
	SA	62.0%
Improved Ability to Make Decisions	DA	2.0%
	A	30.0%
	SA	68.0%
Increased Team Inspiration	DA	2.0%
	N	8.0%
	A	28.7%
	SA	61.3%
Increased Commitment Towards Work	DA	10.0%
	N	6.0%
	A	36.0%
	SA	48.0%
Increased Ability to solve Client Issues	DA	14.0%
	N	2.0%
	A	16.7%
	SA	67.3%
Increased Ability on Time Management and Stress Management	DA	12.0%
	N	2.0%
	A	12.7%
	SA	73.3%
Improve Attitude at Work	DA	10.0%
	N	6.0%
	A	36.0%
	SA	48.0%
Valid		100.0%

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 Perform My Work Quickly and Effectively, Accomplish My Tasks Without Waste, Perform My Work with Better Accuracy and Precision, Grab Opportunity to Learn New Skills, Enjoy Good Relationships with Colleagues and Clients, Handle A Variety of Responsibilities, Work With Motivation, Be Personally Responsible for My Job Outcomes, Find My Work More Interesting and Passionate, Improved Productivity, Improved Ability to Make Decisions, Increased Team Inspiration, Increased Commitment Towards Work, Increased Ability to solve Client Issues, Increased Ability on Time Management and Stress Management and Improve Attitude at Work.

Table 7: Model Fitting Information

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	671.977			
Final	55.373	616.604	40	.000

Link function: Logit.

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

➤ From the table above the significance value .000 indicates that all predictor variables have good association with the outcome variable. Hence the employee performance has a strong relation with the factors associated. Therefore, the null hypothesis is rejected.

Table 8: Goodness-of-Fit

	Chi-Square	df	Sig.
Pearson	33.110	128	1.000
Deviance	32.217	128	1.000

Link function: Logit.

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

Table 9: Pseudo R-Square

Cox and Snell	.642
Nagelkerke	.884
McFadden	.793

Link function: Logit.

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

VI. SUMMARY OF FINDINGS

- The Kruskal’s Wallis Test was conducted to find if there is an agreement among the respondents of the selected sample towards the statements about the factors associated with employee job performance. The significance value is .000 for all instruments except 2 items.
- The Ordinal regression was conducted to study the relationship between employee performance and the factors associated with employee performance. The significance value was found to be 0.000.

VII. CONCLUSIONS

- Based on the findings it could be concluded that there is an agreement among the respondents of the selected sample towards the statements about the factors associated with employee job performance.
- It could also be concluded that there is a significant relationship between employee performance and the factors associated with employee performance.

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