

A Study on the Effectiveness of Training in Improving Job Performance

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Abstract

This study was carried out to measure the relationship between effectiveness of training and the job performance, to identify the causes for non-improvement of the job performances of employees even after the training and to provide recommendations to increase the job performance related to training.

According to the data available with the state organizations and with the Management Development Training Department (MDTD), lot of training have been arranged and conducted to the Employees attached to various state organizations. But the problem identified for this research is that the job performances of the employees in these organisations are not satisfactory up to the expectation even after they underwent training.

To analyse and find out the reason, the sample of 150 was selected out of 842 populations, from top, middle and bottom level Managers who have undergone various trainings locally as well as in abroad from three major departments namely Department of Irrigation (Central), Department of Irrigation (Provincial) and the Department of Health; in all eight Districts in Northern and Eastern Provinces.

In this study the Training system and the Employees Response were taken as the independent variables, Working Environment was considered as intermediate variable and the Job Performance was the dependent variable.

Under training system, the relevance of training, appropriate training methods and course delivery were the components. Under employees' response, the commitment of employees, career need and the attitude of employees were the components. Under working environment facilities in the organisation, role of employers and support of the immediate supervisors and co-workers were considered. The data were collected through structured questionnaire and direct observation with available secondary data.

The method used for analysis of data and testing of hypotheses is the statistical techniques of regression analysis.

At the end of this research study it was found that the job performances of employees were not satisfactory after the training due to the failure in the adoption of training system, lack of employee's response towards training and failure to provide conducive working environment.

This research study will be beneficial to all the organisations including the Management Development and Training Department in Northern and Eastern Provinces, to carefully follow the suitable training system and provide conducive working environment in order to get the optimum job performance of the employees.

Introduction

In the developing world, the technology changes time to time, As a result training becomes so important by which people are taught skills and given the necessary knowledge or attitude to enable them to carryout their responsibilities to the required standard. Training is focused on the specific requirements of a job. Training is any activity designed to improve another individuals' performance in a specific area (Peel, 1994)

The main aim of any training will be to achieve some kind of changes in knowledge, skills, experience, behaviour or attitude which

enhances the effectiveness of the employee. The good training has always been important and which increases the individual as well as the organisational performance.

In any institutions whether it is private or government they have a separate unit for training such as training division. This division arranges training to all its employees depends on their skill and their needs. In Sri Lanka there are various training providing centres such as Sri Lanka Institute for Development and Administration (SLIDA), Institute for Construction Training and Development (ICTAD) and Management Development Training Department etc provide training to all employees time to time, depends on the training needs.

The staffs are being sent for various types of training locally as well as in abroad by the respective organizations in Northern and Eastern Provinces every year. But there are no considerable improvements in their performances on their job after the training.

According to the records available in the organisations, the officers underwent training are not performing well to the expectation. It was clearly stated by Chief Secretary, Northern and Eastern Provinces at the Planning committee meeting held on 15th June 2005 that the performance of officers after the training have not been increased to the expected degree. (Source – Meeting Minutes).

Objectives of the Study

The objective of the study is three fold

- To Measure the relationship between training related variables and the job performances.
- To identify the reasons for non-improvement of the job performances of officers even after the training.
- To suggest strategies related to training to increase the job performance of Employees.

Conceptualisation

The conceptual framework has been developed for this study as follows:

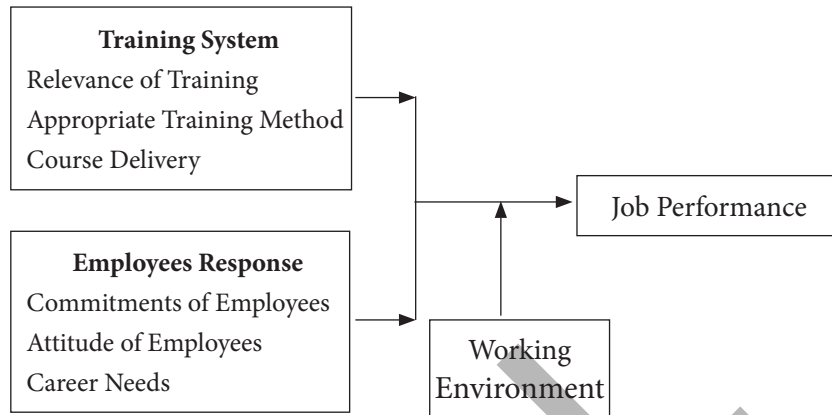


Figure 1: Conceptual Frame Work

METHODOLOGY

Sample Size

This study has been carried out on a sample of hundred and fifty employees from three different departments in Northern and Eastern Provinces, where lots of training programmes local and foreign were organized and conducted, to the Employees. The sample of 150 employees was selected out of 842 populations, by using stratified sampling method, in order to have fair chances to all categories of employees top, middle and bottom level Managers.

Number of Staff

Sectors	A	B	C	Total	Sample
Irrigation Department (Provincial)	32	12	114	158	29
Irrigation Department (Central)	29	19	56	104	20
Health Department	46	178	356	580	101
				842	150

Table 1: Number of Staff

A- Top Level Managers, B- Middle Level Managers, C- Low Level Managers

Data Analysis and Data Evaluation

The method used for analysis of data and testing of hypotheses is the statistical techniques of regression analysis. These are intended to facilitate the derivation of conclusions and formulation of generalization.

Based on the value indicated in the questionnaire the co-relation of variables calculated and compared.

RESULT AND DISCUSSION

Relevance of Training

The relationship between “the job performance” and the “relevance of training” is positive and the correlation coefficient is 0.647, at 5% significant level. Hence it is clear that the relevance of training will lead to better job performance.

Attitude of the Employees

The relationship between attitude of the employees and job performance is positive and the correlation coefficient is 0.170 at 5% significant level. Hence it is crystal clear that the attitude of the employees during training and after training contributes positively towards job performance.

The relationship between commitment of employees and attitude of employees is positive and the correlation coefficient is 0.831 at 5% significant level. Hence the commitment of the employees is high during training then there will be an attitudinal change. Ultimately it will increase the job performance.

The correlation between the relevance of training and appropriate training method is significant. The correlation between the appropriate training method and course delivery is positive and above significant level.

Working Environment

The correlation between the working environment and job performance is 0.635 at 5% significant level. Hence it is clear that conducive working environment also leads to better job performance.

As the working environment in this study is a moderator (Intermediate Variable) it is important to check the effect of the variable working environment on other variables.

According to the test result the partial correlations are given in the table.

Overall Evaluation

Table 2: Results

Independent Variable	Dependent Variable	Partial correlation
Relevance of Training	Job Performance	0.982
Appropriate Training Method	Job Performance	0.836
Course Delivery	Job Performance	0.875
Commitment of Employees	Job Performance	0.422
Attitude of Employees	Job Performance	0.403
Career Need	Job Performance	0.122

It has positive correlations. Hence the effect of the variable, working environment on other variables are positive. Working environment moderates the relationship between the variable Training System and Job performance and the variables Employees response and the Job Performance.

CONCLUSION

The conclusion from this research is that the relevance of training and job performance has the positive relationship. Hence the statement of hypothesis **higher the relevance of training to the job higher the job performance is proved.**

It is again found from this research that the positive attitude of the participants and the job performance has positive relationship. Hence the statement of hypothesis **Positive attitude of the participant (Employees) leads to better job performance is proved.**

The relationship between job performance and conducive working environment is positive. Hence the statement of hypothesis **Conducive working environment leads to better job performance is proved.**

In addition to this, following results have been obtained from this research study.

- Seniors do not provide better guidance to their juniors and prepare them for future responsibilities.
- Employees are not made more confident to express or to discuss about their jobs with their superiors.
- Employees in the organisation do not participate in determining the training they need.
- Employees are not encouraged to take initiative and do things on their own without having to wait for instructions from superiors.
- Employees returning from training programmes are not given opportunities to try out what they have learnt.
- Managers do not provide the right kind of climate to implement new ideas and methods acquired by their juniors through training.

RECOMMENDATIONS

The recommendations for the better performance by the employees are given below..

- Seniors should always provide better guidance to their juniors and prepare them for future responsibilities.
- Employees should be allowed to discuss or express any creative ideas on the job with their superiors.
- Employees should be allowed to participate in determining the training need.
- Employees should be encouraged to take initiative action and do the job on their own without waiting for instructions from superiors after they were trained on the specialised field.
- Employees must be given opportunities to try out or perform what they have learnt in training programme.

- Managers/Superiors should provide the right kind of climate to implement new ideas and methods acquired by their juniors through training.

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