

A study on evaluating the effect of training on job performance in the IT industry

Dr. Ipsita Patra

Assistant Professor

PJ College of Management and Technology

Bhubaneswar

Ms.Snigdha Mohapatra

Assistant professor

PJ College of Management and Technology

Bhubaneswar

Ms. Sasmita Satapathy

Assistant Professor

PJ College of Management and Technology

Bhubaneswar

Abstract

This paper aims to examine the relationship between training and job performance and to test the relationship between job involvement and job performance. In order to achieve the study objectives, primary data were collected from 137 employees of IT sectors. The correlation and simple linear regression analysis were used to achieve the study objectives. Findings of the study revealed that, there are positive and significant relationship exists between training and job performance. Similarly, there is a positive and significant relationship exists between job involvement and job performance. Findings from this study have important implications for academics as well as practitioners on how to enhance the job performance of employees by enhance the training.

Keyword: job performance, training, employee, organization.

Introduction

For a competitive advantage, organisations are constantly working to improve their own performance. Organizational performance is heavily influenced by the efforts of its people, according to numerous studies. According to Arulrajah and Opatha, (2012), employees are the driving force behind an organization's success. Achieving better organisational results is impossible without the involvement and dedication of employees. This is why the performance of the personnel is so important to the success of a firm.

Because of this, firms are always focusing on using human resource management methods in order to improve the performance of their personnel. As a result, firms are introducing a variety of high-performance HR practises and tactics, including training, performance evaluation, remuneration, career development, teamwork, and etc. Training is one of the most important HR strategies that adds greatly to the success of a firm by boosting the performance of its personnel. In order to help employees learn and adapt to these new mindsets, abilities, and attitudes is the use of training (Hale, 1995; Jick, 1995). An essential human or organisational aspect, it can also be considered a practise that has recently been studied in literature (Sahinidis & Bouris, 2008; Jacobs and Bu Rahmah, 2012; Jacobs & Bu Rahmah, 2012).

Park, Kang & Kim, 2018) It aims to match human resource management methods with the goals and objectives of enterprises. Training is critical to the growth of companies, as it both improves and heightens performance, ultimately putting the company in the best possible position to take on the competition and maintain its place at the top. Benefits accrue to employees and the company as a whole when training improves employee performance by enhancing their knowledge, abilities, skills, and dispositions (Appiah, 2010). When an organization's owners (shareholders) want to make a profit while also delivering quality service to its clients and beneficiaries, it makes educating its staff a priority (Evans & Lindsay, 1999).

1. Literature Review

Relationship between Training and Job Performance

Today, firms are constantly focusing on boosting employee performance as a means of enhancing overall organisational effectiveness. In order to boost individual performance, firms are increasingly focusing on enhancing employee competencies as well as their attitudes and behaviours. Employee performance can be improved through training, which is viewed as a critical component of human resources management (HRM). Systematic development of an individual's knowledge, abilities, and attitude in order to do a certain activity or job is what we mean when we talk about training (Armstrong, 2001). According to Opatha (2009), training is a structured process for changing employee behaviour and motivation in order to improve employee job performance and then overall organisation performance. These definitions make it quite obvious that employee work performance can only be improved with proper training.

According to AMO theory, businesses need to strengthen the skills, motivation, and opportunities of their personnel in order to improve organisational performance (Appelbaum, Bailey, Berg & Kalleberg, 2000). Research has shown that it is possible to improve the abilities, motivation, and opportunities for employees by enhancing employee training.

Workers' ability to improve their current and future performance is boosted through training, according to Opatha (2009). According to the majority of studies, employee training is crucial for achieving a company's objectives, which leads to increased production (Colombo & Stanca, 2008; Sepulveda, 2005; Konings & Vanormelingen, 2009).

The importance of employee training programmes cannot be overstated, as they show that the firm cares about its people and wants them to grow (Denisova-Schmidt, 2011). As a result of training, an employee's thinking and inventiveness are honed in order to make better decisions in a more efficient manner. When we talk about employee training, we're referring to initiatives that aim to educate and develop employees on a variety of topics (Elnaga & Imran, 2013). As a result, workers are better able to handle customers and respond to their problems in a timely manner (Hollenbeck, Derue & Guzzo, 2004). Training has also been shown to improve employee dedication, motivation, and happiness at work (Meyer & Allen, 1991; Sahinidis & Bouris, 2008; Ocen, Francis & Angundaru, 2017), all of which have a positive impact on their job performance. Because of this, a lot of companies are spending money on training. When companies offer training to their employees, the workers put in the time and effort necessary to help the companies reach their goals. According to the aforementioned research, it is possible to find a link between employee training and their job performance. This review's initial hypothesis is that training has a favourable correlation with work performance, based on the aforementioned literature.

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, job involvement and job performance (see Figure 1).

2. Methodology

The empirical data for the current study were collected from IT firms in Bhubaneswar. 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, job involvement and job performance.

Measures

Training has been measured in a variety of ways in the extant literature. Training was measured through a 30-item five-point scale, based on Grantson, (2015) work. The instrument reliability was at 0.77. We adopted Kanungo's (1982a) Job Involvement Questionnaire (JIQ) to measure between job involvement and job performance.

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

In order to analyse the relationship between the variables, correlation analysis was used. There are three levels of correlation coefficient (r) strength: weak, medium, and strong. Sekaran (1999) defines these levels as r values of 0.10–0.29. There is a table showing the mean values, standard deviations, and correlations for all variables. According to the study's descriptive statistics, employees in the assessed firm receive extensive training. The findings also suggest that workplace involvement is at a high level. With mean scores of 3.49 to 3.73 on a scale of 5, the study found that employees' job performance is excellent.

| Variables | Mean | SD | 1 | 2 |
|-------------------|------|------|---------|---------|
| 1 Training | 3.49 | 1.06 | | |
| 2 Job Performance | 3.73 | 1.02 | 0.582** | 0.894** |

Notes: 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

| Model | R | R square | Adjusted square | Std. Error of the Estimate |
|-------|-------------------|----------|-----------------|----------------------------|
| 1 | .582 ^a | .339 | .338 | .71955 |

a. Predictors: (Constant), Training
 b. Dependent Variable: Employee performance

(Source: Survey Data)

4. Discussion

Training and job performance appear to have a strong and favourable correlation, according to the findings of the studies. The study's initial hypothesis is supported by this finding. In the current study, it was shown that employees who received a high degree of training improved their job performance significantly. They must have the latest in technological know-how, as well as complimentary abilities, to do their work well." In order to improve employee attitudes and behaviours, as well as build their knowledge, skills, and abilities needed to accomplish their work, training is essential. As a result of their increased job satisfaction, motivation and dedication to the business as a result of their training, employees are more likely to perform at an optimal level. In addition, by helping employees advance in their careers, training can help employers cut down on employee absenteeism and attrition. As a result, the business is looking into ways to improve the job performance of employees at all levels, from the highest to the lowest. Previous studies have shown that training can improve an employee's effectiveness at work (Sahinidis & Bouris, 2008; Hermawati & Mas, 2017; Elnaga & Imran, 2013). According to our research, if an organisation wants to improve its overall performance, it should prioritise training personnel at all levels so that everyone can do their jobs to the best of their abilities. Employee training is seen as a crucial HR activity for enhancing the company's competitive edge and reputation as a result of producing and developing highly efficient and effective staff members.

Employee involvement in their work has a significant and favourable association with their job performance, according to the study's findings. As a result, companies today are implementing a variety of cutting-edge strategies and tactics to boost employee engagement at work, ultimately leading to better job results. To achieve organisational goals and objectives, highly engaged individuals constantly have a positive outlook on their work and the organisation. In addition, individuals that are strongly invested in their work will do their duties with a high level of dedication and commitment, which will have a significant impact on the success of the firm.

5. Conclusion

Training and job performance are linked in a good and significant way, according to this study. According to the study's findings, employees' job performance is strongly influenced by their level of training.

Both theoretical and empirical importance are required for this work. The results and conclusions are expected to contribute to the literature on HRM and employee attitudes and behaviours from a theoretical approach. According to the researcher, this study's findings can help practitioners better understand how employee training and participation in their jobs can lead to better job performance.

References

1. Abdallah, A. B., Obeidat, B. Y., Aqqad, N. O., Al Janini, M. N. E. K., & Dahiyat, S. E. (2016). An Integrated Model of Job Involvement, Job Satisfaction and Organizational Commitment: A Structural Analysis in Jordan's Banking Sector. *Communications and Network*, 9(1), 28-53.

2. Chiaburu, D.S., Dam, K.V., & Hutchins, H.M. (2010). Social support in the workplace and training transfer: A longitudinal analysis. *International Journal of Selection and Assessment*, 18(2), 187-200.
3. Colombo, Emilio & Stanca, Luca. (2008). The Impact of Training on Productivity: Evidence from a Large Panel of Firms, Available at SSRN
4. Denisova-Schmidt, E. (2011), "Human resource management in Russia: some unwritten rules", working paper in International Business Communication/Series One. WU Vienna University of Economics and Business, Vienna, July
5. Diefendorff, J. M., Richard, E. M., & Gosserand, R. H. (2006). Examination of situational and attitudinal moderators of the hesitation and performance relation. *Personnel Psychology*, 59(2), 365-393.
6. Elnaga, A., & Imran, A. (2013). The effect of training on employee performance. *European Journal of Business and Management*, 5(4), 137-147.
7. Evanias, J. R., & Lindsay, W. M. (1999). *The Management and control of quality 4th edition*. South-Western College Publishing, Cincinnati, Ohio, US.
8. Fossey, E. M., & Harvey, C. A. (2010). Finding and sustaining employment: a qualitative meta-synthesis of mental health consumer views. *Canadian Journal of Occupational Therapy*, 77(5), 303-314. <https://doi.org/10.2182/cjot.2010.77.5.6>
9. Grantson, S. O. (2015). The Role of Training in Facilitating Employees' commitment to Their Organisations (Doctoral dissertation, University of Ghana).
10. Gunz, H.P. and Gunz, S.P. (1994), Professional/organizational commitment and job satisfaction for employed lawyers", *Human Relations*, 47(7), 801-829.
11. Singh, A., & Gupta, B. (2015). Job involvement, organizational commitment, professional commitment, and team commitment: A study of generational diversity. *Benchmarking: An International Journal*, 22(6), 1192-1211.
12. Srivastava, S. (2013). Job Satisfaction and Organizational Commitment Relationship: Effect of Personality Variables. *Vision: The Journal of Business Perspective*, 17, 159- 167. <https://doi.org/10.1177/0972262912483529>
13. Uygur, A. (2009). A study into organizational commitment and job involvement: An application towards the personnel in the central organization for Ministry of Health in Turkey. *Ozean Journal of Applied Science*, 2(1), 113-125.