



## RELATIONSHIP BETWEEN TRAINING PROGRAMME AND JOB PERFORMANCE

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### ABSTRACT:

*Employee is a blood stream of any business. The accomplishment or disaster of the firm depends on its employee performance. This paper aimed at studying the effect of training on employee performance and to provide suggestion as to how firm can improve its employee performance through effective training programs.*

**KEYWORDS :** Performance, Training.

### INTRODUCTION

Training is aimed at improving the behavior and performance of a person. It is a continuous process. Training is closely related with education and development. Training is a short term process utilizing a systematic and organized procedure by which non-managerial personnel learn technical knowledge for a definite purpose. Training involves helping an individual learn how to perform his present job satisfactorily. Employees are major assets of any organization. The active role they play towards a company's success cannot be underestimated. As a result, equipping these unique assets through effective training becomes imperative in order to maximize the job performance.

### REVIEW OF LITERATURE

Lorraine Dearden, Howard Reed And John Van Reenen, (1983-1996), stated that, It is standard in the literature on training to use wages as a sufficient statistic for productivity. This paper examines the effects of work-related training on direct measures of productivity. Backeberg, Pamela D. (2001), stated that, Billions of dollars are spent yearly on employee training. Yet employers often find it difficult to measure whether the training has any real effect. John T. Addison and Clive R. Belfield, (1998), stated that, This paper uses a combination of workplace and matched-employee workplace data from the British (1998) Workplace Employee Relations Survey to examine the impact of unions and firm-provided training (incidence, intensity/coverage, and duration) on establishment performance. Rosen, Benson, Gist, Marilyn E., Schwoerer, Catherine (1999), stated that, Alternative training methods on self-efficacy and mastery of a computer software program were compared in the context of a field experiment involving 108 university managers. Alison Lee Booth (2000), stated that, This paper uses a survey of British graduates to estimate the impact of employer-provided training on the earnings of men and women graduates. Panos, Sousounis(1998-2005), stated that, Using data from the British Household Panel Survey for the years(1998-2005), this study estimates the impact of work-related training on earnings levels. Different measures for general and specific training are constructed from available information. Ann P. Bartel (1995), states that a unique dataset collected from the personnel records of a large company is used to study the relationship between on-the-job training and worker productivity.

**OBJECTIVE OF THE STUDY:**

1. To standardize and measure the effect of training on job performance.
2. To standardize and measure the factors affecting training on job performance.
3. To open new vistas for future research.

**RESEARCH METHODOLOGY**

**THE STUDY:** The study is exploratory in nature.

**SAMPLE DESIGN:**

Population: Manufacturing industries of Gwalior region.  
 Sample Size: 150 respondents from manufacturing region.  
 Element: Individual response of manufacturing industry.  
 Sampling Techniques: Non probability random sampling was used.

**TOOLS USED FOR DATA COLLECTION**

Self designed questionnaire was used. The responses was collected on the LIKERT SCALE of 1 to 7. Where 1 stands for minimum satisfaction and 7 stands for maximum satisfaction.

**TOOLS USED FOR DATA ANALYSIS**

1. Item to total correlation was used to check the internal consistency of the questionnaire.
2. Factor analysis was applied to identify the factors affecting job performance.

**RESULT AND DISCUSSION**

Training: Consistency Measure : Firstly consistency of all the factors in the questionnaires was checked through item to total co-relation. Under this co-relation of every item with total was measured and the computed value is compared with standard value (0.15905). If the computed value is found less, then whole factor/statement is dropped and was termed as inconsistent. As all the items of questionnaire of training are more than the standard value (0.15905). Therefore no factor/statement is dropped and will be termed as consistent.

S.no	Items	Computed correlation value	Consistency	Accepted/dropped
1	Training program	0.224254	Consistent	Accepted
2	Training results	0.543208	Consistent	Accepted
3	productivity	0.268209	Consistent	Accepted
4	Quality of work	0.657257	Consistent	Accepted
5	Learning period	0.589997	Consistent	Accepted
6	wastage	-0.06695	Inconsistent	Dropped
7	supervision	0.134974	Inconsistent	Dropped
8	Accident.	0.315095	Consistent	Accepted
9	morale	0.187376	Consistent	Accepted
10	Organizational climate	0.429734	Consistent	Accepted
11	New skills	0.572767	Consistent	Accepted
12	Basic knowledge	0.64215	Consistent	Accepted
13	Responsible positions	0.591472	Consistent	Accepted

14	Broadening the mind	0.643524	Consistent	Accepted
15	motivation	0.420076	Consistent	Accepted
16	Juniors development	0.758118	Consistent	Accepted
17	Free Time	0.411052	Consistent	Accepted
18	External training program carefully chosen	0.601041	Consistent	Accepted
19	Training Policy	0.691559	Consistent	Accepted
20	Employees participation	0.200809	Consistent	Accepted

#### Job Performance: Consistency Measure

As the value of the correlation coefficient was same because the number of questions were same (0.15905). All the items of questionnaire of job performance are more than the standard value. Therefore no factor/statement is dropped and will be termed as consistent. After applying item to total correlation the following values were found.

S.no	Items	Computed correlation value	Consistency	Accepted/dropped
1	Enjoy task and division's work approach	0.303084	Consistent	Accepted
2	Conditions want to change	0.147199	Inconsistent	Dropped
3	Work preference	0.359884	Consistent	Accepted
4	Effective functioning	0.414658	Consistent	Accepted
5	Challenging work	0.784872	Consistent	Accepted
6	Actions led to improved quality	0.198862	Consistent	Accepted
7	Responsible for the outcome	0.361612	Consistent	Accepted
8	Need based support	0.585893	Consistent	Accepted
9	Freedom for job	0.254145	Consistent	Accepted
10	New opportunity	0.641855	Consistent	Accepted
11	Adequate information	0.534	Consistent	Accepted

12	Encouragement	0.819845	Consistent	Accepted
13	Personal accomplishment	0.638531	Consistent	Accepted
14	Clearly defined professional goal.	0.804842	Consistent	Accepted
15	Good use of skill and ability	0.183578	Consistent	Accepted
16	Involvement in decision	0.395542	Consistent	Accepted
17	Avoid situation of interference	0.06876	Inconsistent	Dropped
18	Job stress	-0.11972	Inconsistent	Dropped
19	Clear job requirements	0.742887	Consistent	Accepted
20	Satisfaction of position	0.416504	Consistent	Accepted

### Factor Analysis

The raw scores of 20 items were subjected to factor analysis to find out the factors that contribute towards 'job performance'. After factor analysis 6 factors were identified.

Factor name	Eigen values		Variable convergence	Loading
	Total	% Variance		
1. Accomplishment	5.248	30.870	9. Freedom for job 4. Effective functioning 11. Adequate information 13. Personal accomplishment	0.949 0.873 0.815 0.534

2. Organizational commitment	2.547	14.982	1. Enjoy task and division's work approach 12. Encouragement 6. Actions led to improved quality	0.891 0.809 0.651
3. Involvement	2.495	14.677	10. New opportunity 16. Involvement in decision 17. Avoid situation of interference	0.900 0.728 0.603
4. Job facilitator	1.554	9.140	2. Conditions want to change 3. Work preference 14. Clearly defined professional goal.	0.797 0.788 0.760
5. Effectiveness	1.471	8.653	15. Good use of skill and ability 7. Responsible for the outcome 5. Challenging work	0.908 0.638 -0.161
6. Team work	1.002	5.896	8. Need based support	0.787

#### DISCUSSION OF FACTORS:

1. Accomplishment: This factor has emerged as the most important determinant of job performance with a total variance of 30.870. Major elements consisting this factor include freedom for job, effective functioning, adequate information, personal accomplishment, Lopez (1968) in his research founded that factors like involvement, recognition, creativity is some important factors that helps the workers in accomplishing their job with ease, which will result in increased job performance.
2. Organizational commitment: This factor has emerged as the most important determinant of job performance with a total variance of 14.982. Major elements consisting this factor include enjoy task and division's work approach, encouragement and actions led to improved quality. Martin Hahn(2007),

in his research he said that factors like age and tenure of work, fewer opportunities, breaking barriers for women, work oriented life interest, achievement, motivation and sense of competence that helps the workers to be more committed to the organization.

3. Involvement: This factor has emerged as the most important determinant of job performance with a total variance of 14.677. Major elements consisting this factor include new opportunity, involvement in decision, avoid situation of interference. Cotton, (1993) EI is "a participative process to use the entire capacity of workers, designed to encourage employee commitment to organizational success". EI initiatives often attempt to locate decisions at the lowest level in an organization. Thus, a well-implemented EI program may help organizations achieve a flatter structure, eliminate substantial amounts of staff and support work, and improve productivity, quality, and employee attitudes.
4. Job facilitator: This factor has emerged as the most important determinant of job performance with a total variance of 9.140. Major elements consisting this factor include conditions want to change, work preference, clearly defined professional goals. Lawrence D. Phillips and Maryann C. Phillips (1993), in their research they said that factors like shared understanding issues, a sense of common purpose and a mutual commitment to action. That helps in facilitating workers job.
5. Effectiveness: This factor has emerged as the most important determinant of job performance with a total variance of 8.653. Major elements consisting this factor include good use of skin and ability, responsible for the outcome, challenging work. Briand D. Janz, Jason A. Colquitt and Raymond A. Noe (1997) in their research they said that factors like autonomy, interdependence, team development, design process and contextual support helps in improvement of organizational effectiveness.
6. Team work: This factor has emerged as the most important determinant of job performance with a total variance of 5.896. Major element consisting this factor include need based support. Dotun Adebajo, Dennis Kehoe(2001), in their research they stated that factors like human motivation and work attitude influences team work.

#### IMPLICATIONS OF THE STUDY:

This study is intended to be a useful contribution to the manufacturing organizations to understand that whether the training has an effect on the job performance of workers or not. Following implications were drawn:

- For Employers: The study will help the employer to improve the performance of the workers by providing them training. The study will focus on the factors that are affecting the performance of the workers at job. Once the factors are known then employer can focus on increasing the performance. The factors are accomplishment, organizational commitment, involvement, job facilitator, effectiveness, teamwork.
- For Workers: The study will help the workers to get awareness about the training programs and about their formulation. They can also know about the status of the training programs and the benefit they can get from them that are necessary for the employer to provide in the organization.
- For Researchers: This study will help the researchers pursuing further studies in training programs, their benefits and their effect on job performance. The study will also help in analyzing the factors affecting job performance.

#### SUGGESTIONS:

Following suggestions are:

- Increasing the sample size of data so the study can be made more generic.
- Data collection should be done from more cities including different states so that comparative study between the states can be done.
- Workers were not co-operating due pressure of work so the study should be conducted at the time where there is no pressure of work on the workers.

- The study on training was difficult due to unawareness of training policy so govt. should make it statutory to provide training in organization.
- The study can be done by comparing between the organizations.

### CONCLUSION:

The research has concluded with lot learning on my part. The objective of the study was to study the training program and measuring its impact on job performance through primary valuable data. By using statistical method total correlation, reliability and factor analysis to identify the important factors affecting the job performance, collected data was tested. At last regression have been applied and the alternative hypothesis was accepted which states that training program has significant impact on the job performance of workers. There is very less awareness among them about the training program. So it is important for the employers to provide voluntary training program with in the organization for increasing the job performance.

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