

The Effect of training on Performance of Employees in educational institutions- “A study of private universities in India”

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Abstract:

Organizations of 21st century emphasize over significance related to training of the employees to improve aforesaid performance within educational institutions. The purpose of present study is to assess the effect of training on employees' performance. The research was conducted at private universities in India. Researcher constructed four variables and framed three hypotheses to test the effect of training on employees' performance. The predictor variables consist of attitude of administrative employees, selection of trainees and designing the training courses. The predicted variable consists of performance of employees. The first alternative hypothesis got accepted where attitude of administrative employees and their performance where both are moderately as well as positively correlated with each other. The second alternative hypothesis got accepted where selection of trainees and their performance where both are weakly as well as positively correlated with each other. The third alternative hypothesis got accepted where for designing the training courses and the performance of employees where both are moderately as well as positively correlated with each other. The current study is a pilot study where results may change when the demographics and sample size changes. Based on the current study, the educational organizations may concentrate more on designing the training courses and attitude of employees than selection of training courses.

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INTRODUCTION

The important assets of contemporary organizations are the human resources where the mastery of skills of employees are the major determinant for situation of an organization for its success and failure. It is also majorly impacted by the performance of employees. (Iqbal, Ahmad, & Javaid, 2014).

Job performance can be enhanced by various training practices. Through research it can be evaluated that training practices are the critical factor in success of any firm. The highlights of today's research states that HRM's influence and practices related to training are the major topics of research. (Manning, 2015)

Certain benefits could be attained by training which includes augmentation of satisfaction related to job in employees, joint “empowerment” among personnel, commitment, optimistic trainees' attitude with regards to practices of training which maximizes the paybacks of training. (Voegtlin, Boehm, & Bruch, 2015)

New learning theories and modern methods are the important factors in training. The trainee's attitude with regards to the practices related to training and its consequences is affected by attention of personnel in training, which lays the foundation to the favorable outcomes of practices which are provided through training in organizations. (Teck-Hua & Catherine, 2015). There are various studies examining the

influence of training practices on the individual performance within the organization, but only a smaller number of researchers have addressed issues related to private universities.

REVIEW OF LITERATURE

The training practices is one of the most treasured arrangements in organizations to increase employees' performance which is related to the changes that arises pre and post training program. Some of the variables furnished in this study consists of "planning and organizing quantity, initiatives and quantity of work, commitment and initiative, cooperation, communication and teamwork". (Paat & Rumokoy, 2015)

The outcomes of the research depicted that "planning and organizing, quality of work and quantity of work, initiative and commitment, cooperation" consists of substantial alteration in performance of individuals by considering issues related to pre and post training. Therefore, it is proposed to management to increase the training's effectiveness and improve the various kinds of material and component which will be delivered during training sessions. (Paat & Rumokoy, 2015)

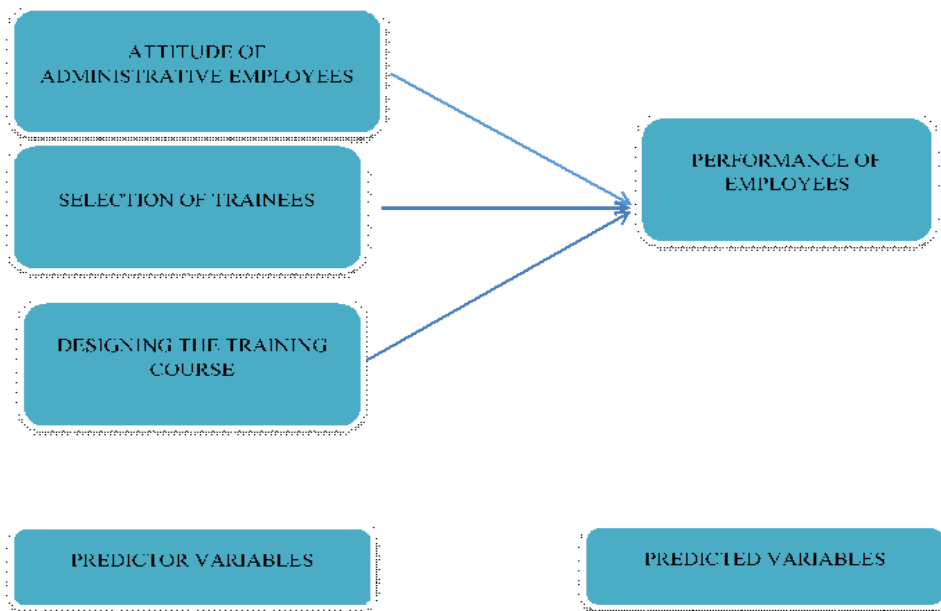
(Bin Atan, Raghavan, & Mahmood, 2015) had conducted a study at a Malaysian SME to observe effect of training on employee job performance. They surveyed factors related to training which have effect on individual's job performance with in organization. The operational areas of HRM practices of organization was chosen for the study on training and employees' job performance. Questionnaires were distributed to 85 individuals within the organization who belong to the department of production for conducting survey. The research specified that there is substantial association between training program's effectiveness and job performance of individuals within the organization.

(Adeniji, Babalola, & Adeniji, 2012) Studied training programs of individuals within the educational

institutions' library of RSU (RIVER STATE UNIVERSITY) AND in UNIPOINT (UNIVERSITY OF PORT-HARCOURT) Nigeria. Researchers distributed questionnaires where the respondents for the research were librarians among the universities and it was established that the positive or negative outcome of any training program is dependent on the category of employees' educational achievement and skills individuals acquire during training courses.

(Diamantidis & Chatzoglou, 2014) Conducted studies related to moderate and prolonged range consequences of training program in organizations in using the unified research model focusing nexus between transfer of training and performance of operations. The variables of transfer selected in the research comprise of work environment, training design and the trainee self-efficacy. Validity of the model was tested by SEM approach from the sample of 126 respondents of Greek Organizations who joined the training programmes. Outcomes of the research specify that there is strong influence of program design on self-effectiveness of trainees, trainee's behavior and performance of tasks at the end of training programme.

(Falola, Osibanjo, & Ojo, 2014) had examined the efficacy related to training and development program towards organization competitive advantage & employees' performance in the banking industry in Nigeria. Reserachers applied the research method which was descriptive in nature and simple random sampling method was applied where 223 responses were collected from the banks in South-west Nigeria at Lagos State. Descriptive statistics was used to analyze to data in an expressive method. Outcomes exhibited strong nexus between training program on organizational competitive edge and employees' performance. The findings of the research depicted strong association between predictor variables and predicted variables

RESEARCH MODEL:**RESEARCH HYPOTHESES:**Hypothesis -1:

HO: Attitude of administrative employees and their performance have no significant relationship.

H1: Attitude of administrative employees and their performance have significant relationship.

Hypothesis -2:

HO: Selection of trainees and their performance have no significant relationship.

H1: Selection of trainees and their performance have significant relationship.

Hypothesis -3:

HO: Designing the training courses and the performance of employees have no significant relationship.

H1: Designing the training courses and the performance of employees have significant relationship.

RESEARCH OBJECTIVES:

To study the employees' attitude, trainee's selection and designing of the training course from educational industry's perspective.

To analyze the effect of attitudes of employees and their performance in Indian private educational organizations.

To observe trainees' selection and its effect on employee's performance of private educational institutions in India.

To measure the designing employees' training courses and its effect on their performance.

METHODOLOGY:

The researcher used quantitative method in collecting data from Indian private educational institutions and the respondents for the research were administrative employees and lecturers. The questionnaire was adapted from (MaalyMefleh Mohammed Al-Mzary, 2015) which consists of five parts where first part is demographics, second part consists of ten items, third part consists of eleven items, fourth part consists of thirteen items and fifth part consist of twelve items. Second, third and fourth parts are related to predictor variables and fifth part consist of predicted variable. SPSS V23 was used by the research for data analysis purpose. The researcher distributed 120 questionnaires to respondents where 113 were returned and filled properly. Some of the responses were outliers where

researcher removed 7 responses. The final sample size was 106.

Cronbach's Alpha	N of Items
.863	46

ANALYSIS

Reliability Statistics

The Cronbach's Alpha is .863 which was above the standard for 46 items of the questionnaire.

Demographics:

Gender			
		Frequency	Percent (%)
Valid	Male	69	65.1
	Female	37	34.9
	Total	106	100.0
Age			
		Frequency	Percent (%)
Valid	20-30 year	15	14.15
	31-40 year	36	33.96
	41-50 year	45	42.45
	51-60 years	10	9.4
	Total	106	100.0
Tenure in current organization (in years)			
		Frequency	Percent (%)
Valid	0-5 years	30	28.3
	6-10 years	47	44.3
	11-15 years	17	16.03
	16-20 years	8	7.54
	Above 20 years	4	3.77
	Total	106	100.0

Testing first hypothesis

Correlations

		PERFORMANCE	ATTITUDE
PERFORMANCE	Pearson Correlation	1	.417**
	Sig. (2-tailed)		.000
	N	106	106
ATTITUDE	Pearson Correlation	.417**	1
	Sig. (2-tailed)	.000	
	N	106	106

** . Correlation is significant at the 0.01 level (2-tailed).

The value of R is .417** which is significant for attitude of administrative employees and their

performance. The variables are moderately and positively correlated.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.417 ^a	.174	.166	.57760

a. Predictors: (Constant), ATTITUDE

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	7.324	1	7.324	21.952	.000 ^b
Residual	34.697	104	.334		
Total	42.020	105			

a. Dependent Variable: PERFORMANCE

b. Predictors: (Constant), ATTITUDE

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.747	.290		6.023	.000
	ATTITUDE	.447	.095	.417	4.685	.000

a. Dependent Variable: PERFORMANCE

The analysis of regression depicts that there is a significant and positive relationship with attitude of administrative employees and their performance. $R^2 = 0.174$ (R=.417^a, $P < 0.05$) which reveals independent and dependent factors were explained 17.4% to comprehend the impact between both factors.

$R^2 = 0.174$ (R=.417^a, $P < 0.05$) which reveals independent and dependent factors were explained

Testing second hypothesis

Correlations

		PERFORMANCE	SELECTION
PERFORMANCE	Pearson Correlation	1	.251**
	Sig. (2-tailed)		.010
	N	106	106
SELECTION	Pearson Correlation	.251**	1
	Sig. (2-tailed)	.010	
	N	106	106

** Correlation is significant at the 0.01 level (2-tailed).

The value of R is .251** which is significant for selection of trainees and their performance. The variables are weakly and positive correlated.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.251 ^a	.063	.054	.61537

a. Predictors: (Constant), SELECTION

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	2.637	1	2.637	6.963	.010 ^b
Residual	39.383	104	.379		
Total	42.020	105			

a. Dependent Variable: PERFORMANCE

b. Predictors: (Constant), SELECTION

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.655	.544		3.045	.003
	SELECTION	.302	.114	.251	2.639	.010

a. Dependent Variable: PERFORMANCE

The analysis of regression depicts that there is a 6.3% to comprehend the impact between both significant and positive relationship with selection of administrative employees and their performance. $R^2 = 0.063$ ($R=.251^a$, $P<0.05$) which reveals independent and dependent factors were explained

Correlations

		PERFORMA NCE	DESIG N
PERFORMAN CE	Pearson Correlation	1	.442**
	Sig. (2-tailed)		.000
	N	106	106
DESIGN	Pearson Correlation	.442**	1

Sig. (2-tailed)	.000	
N	106	106

**Correlation is significant at the 0.01 level (2-tailed).

The value of R is .442** which is significant for designing the training courses and the performance. The variables are moderately and positive correlated.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.442 ^a	.195	.188	.57020

a. Predictors: (Constant), DESIGN

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.207	1	8.207	25.242	.000 ^b
	Residual	33.813	104	.325		
	Total	42.020	105			

a. Dependent Variable: PERFORMANCE

b. Predictors: (Constant), DESIGN

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.581	.304		5.206	.000
	DESIGN	.495	.099	.442	5.024	.000

a. Dependent Variable: PERFORMANCE

The analysis of regression depicts that there is a significant and positive relationship with design the training courses and their performance. $R^2 = 0.195$ ($R=.442^a$, $P<0.05$) which reveals independent and dependent factors were explained 19.5% to comprehend the impact between both factors.

CONCLUSION AND RECOMMENDATION:

The researcher would like to conclude that the first alternative hypothesis got accepted where attitude of administrative employees and their performance

where both moderately as well as positively correlated with each other. The second alternative hypothesis got accepted where selection of trainees and their performance where both are weakly as well as positively correlated with each other. The third alternative hypothesis got accepted where for designing the training courses and the performance of employees where both are moderately as well as positively correlated with each other. The current study is a pilot study where results may change when the demographics and sample size changes. Based

on the current study, the educational organizations may concentrate more on designing the training courses and attitude of employees than selection of training courses.

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