

THE IMPACT OF TRAINING AND DEVELOPMENT ON EMPLOYEE JOB PERFORMANCE

R.K.N.D.Darshani ; S.M THENNAKOON

Department of Human Resource Management

Faculty of Commerce and Management Studies

University of Kelaniya, Sri Lanka

Abstract

The current research was initiated with the main purpose of identifying the significant impact of training and development on employee job performance. Further, the research examines the significant impact of training need identify on employee job performance, the significant impact of training applicability of the job on employee job performance, the significant impact of training design improve skill on employee job performance, the significant impact of development opportunities on employee job performance, the significant impact of Perception of the organization long term on employee job performance and the significant impact of Continuous commitment to investment in employee development on employee job performance in the study area. The research was conducted among the sample of 100 employees in Regional Development Bank Head office. Stratified random sample techniques was used to choice the research sample. The response rate was 100%. Data was gathered from a standard questionnaire. Data analysis was through using the Statistical Package for Social Sciences (SPSS) with the support of descriptive statistics, correlation analysis, and regression analysis. Findings shown that there is a significant impact of training and development on employee job performance. Moreover, it was found that the most impact dimension ($r^2 = 0.091$) of employee training need identify and the lowest was training applicability on job ($r^2 = 0.016$) in the Regional Development bank Head Office. Hence, it is recommended to study about training and development on employee job performance extremely.

Keywords: *Employee job performance, Training and development, Training need identify, Training applicability on job, Training design improve skills, Development opportunities,*

Introduction

The training and development of employees is considered a critical part in any organization, it gives motivation, purpose and the drive for the employees to move forward to improve their careers which in turn will benefit the organization.

Training and development is required to improve employee enhancement, job knowledge, skills and moral within the particular organization. Thus, today many organizations are considering employee training and development as an important area in Human Resource Management. According to Tahir, Yousafzai, Jan, Hahim (2014), training and development is one of the imperatives of human resource management as it can improve performance at individual, collegial and organizational level. Employee job performance is measures an individual against or her goal, with an emphasis on whether outcomes match the expected goal.(Yang and Hwang,2014)

The recognized that a relatively fewer number of studies tried to discuss the impact of training and development on employee job performance, from government banks. Among such previous research studies which attempted to establish the association between training and development and job performance in different countries.

Table 1: Summary of the domestic training program in 2016

Plaining of the program for the year	147
Completed of the program	74
Gap between planning and complete training program	74

Source:-Bank record Training plan 2016

According to above details, if the training program of the bank is not completed within a year it would be considered as a week point for the bank and will also affect the employee's performance. Apart from the training programs not being in order the bank also does not have a post training evaluation. The only measure of employee performance is done using the performance appraisal and this is used for internal promotions and increments .Within the context, the current researcher has selected Regional Development

Bank current process of training and development, which has not been updated for quite some time has caused the bank to fall behind its competitors and has also decreased the overall job performance of the employees. Through this study it is aimed to reveal, what are the impacts of training and development on employee job performance. The main objective of this research is to study and identify the impact of training and development of an employee job performance at the Regional Development Bank Head Office.

Literature

Employee Job Performance

Organization not having always all the right people in the right place, therefore its output is incorrect. It's very large part of achieving effective performance is receiving the organization processes correct, but within the organization employees are doing the work team, group and individual. Therefore, organization has to identify and understand "How to improve their employee performance correctly.

Employees are performing various jobs in an organization depend on nature of the company. They are mainly performing tasks, duties and responsibilities. Finally, All these activities are inter related to achieve the organization goals and objectives.

Related Theories of Employee Performance

The conceptual foundation of performance management on a view that performance is more than ability and motivation. It is argued that clarity of goals is key in enabling the employee to understand what is expected and the order of priorities. In addition goals themselves are seen to provide motivation. This is based on goal-setting theory originally developed by Locke(1968) and further developed with practical applicability (Armstrong,2009)

Another theoretical base of performance management is expectancy theory originally developed by Vroom(1964), which states that individuals will be motivated to act provided they expect to be able to achieve the goals set, believe that achieving the goals will lead to other rewards and believe that the rewards on offer are valued(Armstrong,2009) And also Reinforcement theory is related to performance.

Training

The training mainly focus on job or task to be performance.(Appiah,2010) Training is basically a learning experience, which seeks a relatively permanent change .Training an employee in a specific skill to do a certain job while the development area works on increasing the general enhancement and exponential growth of the employee's skills and g by observing the working environment and through indirect learning..(Asfaw, Argaw& Bayissa,2015). So that researcher could state that the training is basically given by the organization for the current or new employees to improve their knowledge and skills.

Training is mainly divided into four dimensions such as training need identify, know the objective of the training ,Applicability of the job and training design to improve skills. The need to identify training as a necessity in an organization is usually not performed, this includes the identification of the correct requirements for the trainings. (Asfaw, Argaw & Bayissa, 2015). Employee is aware of the training objectives. The outcome of a successful training program would be considered as training objectives for the employees, the training program which benefits the employee is referred to as the objectives. (Obisi,2011).Training is applicable on employee job is the most appropriate definition for this is when an employee's training is measured by the extent of what they have applied on the job. (Asfaw, Argaw & Bayissa, 2015). Training is design to improve skills of employee is designing a training program can be considered as one of the most important tasks in the whole of the training and development scenario. (Obisi,2011)

Development

Employee Development is a central tenet of maintaining and developing the skills, knowledge and abilities of both individual employees and the organization as a whole. (Kuvaas& Dysvik, 2010).

Development is mainly divided into three main dimensions such as development opportunities, Perception of the organization long term and Continuous commitment to investment in employee development. Development opportunities for employees at organizations are in direct relation with training. When considering employee development programs, many factors must be considered. Certain trainings may be company focused but when looking from an employee's point of view the learning experience might not be of a great benefit to the employee. (Jacobs & Washington

2003). Perception of the organization long term is the commitment to the organization is best defined by an employee's focus on their work along with a long term view of their career at the organization. To achieve this an employee has to maintain a consistent level of job performance, from the organization's side it has to provide constant trainings along with other benefits to the employees to ensure long-term commitment. . (D'Cruz, 2010) According to Lee & Bruvold 2003 the continuous commitment in investing in employee development is a long-term commitment, this if maintained properly will be beneficial to both the employee and the organization. (Kuvaas & Dysvik 2010). According to the social exchange theory when an organization invests in their employees it tends to reflect it a positive way. (Simon 1957; Setton et al; 1996 ; Cropanzano & Mitchell, 2005; Kuvaas & Dysvik 2010).

Training and Development

Training and development is a major function of Human Resource Management. Training and development is a formal process of changing employee behavior and motivation in the way that will enhance employee job performance and then organizational overall performance. (Opatha, 2009) . The main benefit of training and development is to improve the employee's current skills and along with that improvement the organization can also maximize the employee business utilization, another point in describing training and development can be shown as in investing in employees so that they are fully equipped to perform the required tasks (Asfaw, Argaw & Bayissa, 2015)

“Training and development basically deals with the acquisition of understanding know-how, techniques and practices. In fact, training and development is one of the imperatives of human resource management as it can improve performance at individual, collective development.” (Tahir, Yousafzai, Jan, Hahim, 2014).

Related Theories of training and development

Many theories regarding employee training and development have been put forward to explain the important of training requirements for organization. The social learning theory which employees use to acquire new methods and also improve their knowledge is mostly done by observing other team members who are more experienced in the field of training and development. The Reinforcement theory is strategic tool used by an organization to

make training more interesting to employees. By using this method the organization can lay down a part for the employee to increase their efficiency to optima performance. (Falolla, Osibanjo & Ojo,2014)

The relationship between Training and development on Employee Job Performance

Training and development is the process to enhance the employee capacity, ability and skills. Training and development has been contributed to achieve organizational goals, objectives and target and also it is helped to achieve the individual goals and objectives of the employee. The following major factors include the job related knowledge are facts, ,theories, concept, process, policies, procedures, rules with consider to duties and responsibilities of a certain job. Knowledge is what an employee knows about the subject. Skills is an employee's talent of ability for performing many tasks. (Acemgly& Autor, 2010)Knowledge is acquired by reading, listing and watching. An attitude is a characteristic and usually long lasting way of thinking, feeling and behavior towards an object, idea, person or group of person (Glueck, 1979).Considering all observed and finding, it can be concluded that the employee performance based on training and development. This study examine the impact of training and development on employee job performance in a public sector bank.

Research Methodology

The observed data for the research were collected through a structured questionnaire, which was prepared and distributed among the permeant employee at Regional Development Bank Head Office. Basically the questionnaire of the study involve three parts. The first part is concern to information about the respondents such as sex, marital status, age, education background, working experience, department composition; the second part of the questionnaire is focused to identify the training and development of Regional Development Bank Head office. Here, the researcher is going to present 23 question. The final part of the questionnaire is recognizing the performance of respondents concerning their jobs through 14 questions. The second and third parts of the questionnaire is measured using Five Point Likert Scale rating from 1=Strongly Disagree to 5 =Strongly Agree. The collected primary data will be analyze using Statistical Package for Social Sciences (SPSS) software and Microsoft Excel. The analysis done on the demographic information in part one by using frequency analysis and simple percentages. All the variables in the research was analyzed using Descriptive statistical

method. All the permeant employees at Regional development Bank Head office are taken as the population. Provide to the total population is 220 employees. Although, the permeant employees at Regional Development bank is 200. The researcher used stratify simple random sample method for select the sample. The sample size measured 100 respondents and also all questionnaire was returned. (100%)

Hypothesis

According to this study which investigates whether there is an impact of Training and development on employee job performance.

H1: There is a significant impact of training and development on employee job performance

H1a: There is a significant impact of training need identify on employee job performance

H1b: There is a significant impact of training applicable on the job on employee job performance

H1c: There is a significant impact of design improve skill on employee job performance

H1d: There is a significant impact of development opportunities on employee job performance

H1e: There is a significant impact perception of the organization long term on employee job performance

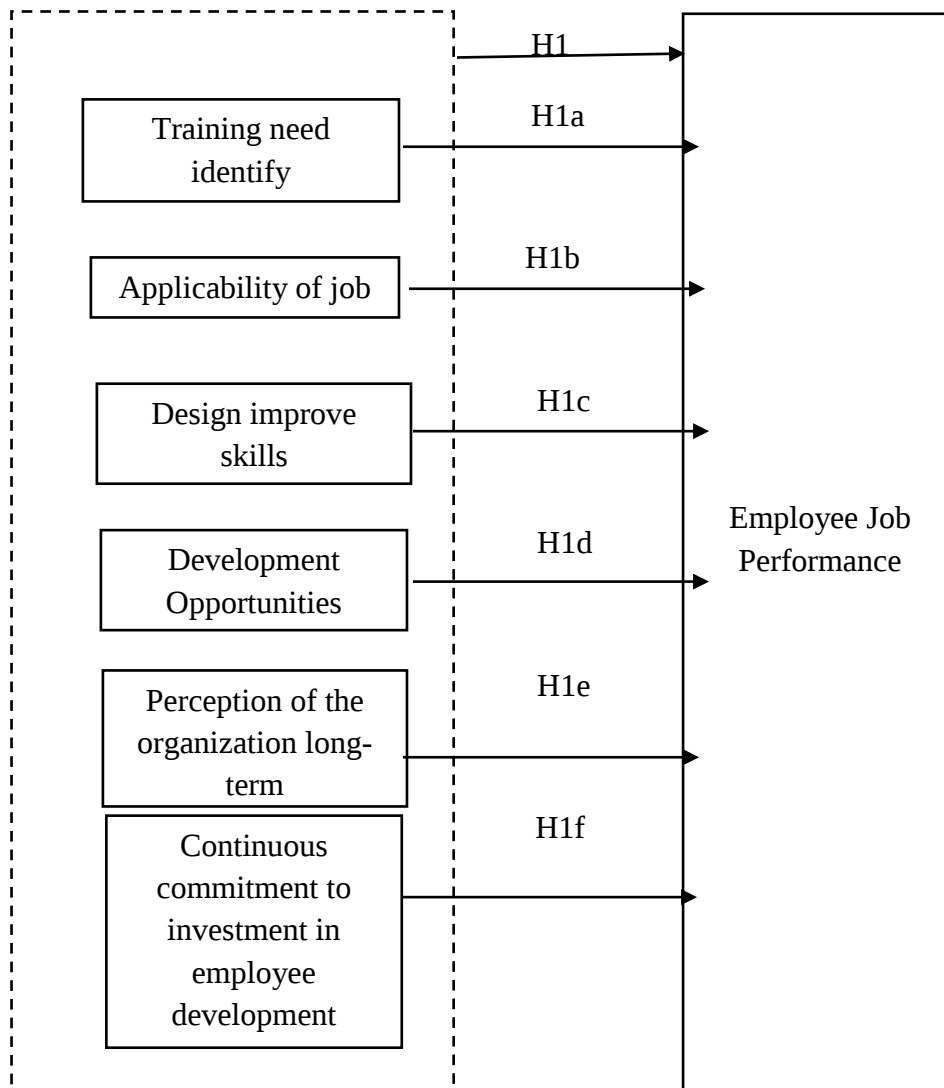
H1f: There is a significant impact investing in employee development on employee performance

Conceptual Framework

This study will provide attention to the impact of training and development on employee job performance in Regional Development Bank Head Office. However as obtained in the literature reviewed above, researcher proposed the following model represented in figure1.

Figure1: Conceptual framework

Training and Development



Source: Authors

Result and Discussion

The demographic characteristics of the respondents show that 64 (64%) of the sample size was male while 36(36%) were female, which implies that the population of male respondent is higher than female. Moreover, 84(84%) of the respondents were married,

and also 16 (16%) unmarried employees. Majority of the employees were married. According to the age 15% of represent in 18-29 years, 40% of represented 30-39 years, 30% of represent 40-49 years and 15% represent 50 and above employee .As a result of the research most of employees in middle age employees. According to the study, the respondents highest percentage of education background show in Professional qualification (39%) and Basic degree (30%) in the enter sample. And also the lowest percentage of the education background shows in O/L (0%), Master's Degree and above around the all respondents. However, closely 89% respondents in employees are sound educated employees. Regarding the length of service; 60(60%) of respondents had worked 07 years and above; while 30(30%) have put in between 4-6 years; 10(10%) of the respondents had worked between 1-3 years. And also there were no respondents within less than one year. It was shows that 0 % percentage. When researcher collected the data from department wise. HRD and Administration was recorded highest response rate (23%) than other departments, Followed by the IT department shows that 20% response rate. Finance and Credit Department present that same percentage 14%. Operation and Marketing department shows that 10%, Risk and Compliance department shows that 9% and also followed by the Recovery department (5%) an Audit and Legal Department (5%).

Validity and Reliability

Content validity assures that the data set has sufficient and adequate quantity of items that would work alongside the concept.(Sekaran,2009). Training and development (independent variable) and Employee job performance (dependent variable) sig value is 0.000, therefor, this variables are validity. When verifying the reliability factor of the questionnaire Sekaran (2009) pointed out that questionnaires are quite reliable when testing for consistency and stability of the collected data. The method used by Cronbach, the Alpha method is a complementary method to show that the items are in line and correlated with one another.

Table 2 Reliability Measurements-Cronbach's Alpha

Variable	Cronbach's Alpha
Training and Development	0.927
Employee Job Performance	0.907

Source: Survey Data, 2017

According to the above table the reliability of the questionnaire is higher than recommended threshold of 0.7.

Descriptive Statistics of Variables

Table 3: Descriptive Statistics of the Sample

Descriptive Statistics									
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Training and development	100	1.71	4.24	3.2733	.51836	-.378	.241	.073	.478
Need identify	100	1.00	4.33	3.2367	.63792	-.616	.241	.911	.478
Applicability on Job	100	2.00	4.60	3.4220	.55333	-.403	.241	-.348	.478
Design Improve	100	1.50	4.50	3.4550	.65171	-.640	.241	.310	.478

skill									
Development Opportunities	100	1.50	4.75	3.3825	.61592	-.570	.241	.530	.478
Perception of the organization long term	100	1.00	4.00	3.0300	.66218	-.744	.241	.608	.478
Continuous commitment to invest in employee development	100	1.00	4.33	3.1200	.60954	-.378	.241	.420	.478
Employee performance	100	1.50	4.93	4.0671	.45173	-1.734	.241	9.363	.478
Valid N (listwise)	100								

Correlation Analysis

Pearson correlation were figured between training and development and employee job performance. According to Pearson Correlation is .216 signifying that there is a positive relationship among training and development and employee job performance. As significance value (0.05) is lesser the favorite level of significance (0.05) at 95% confidential level, the create correlation coefficient (.256) is statically significant. Therefore, there is significant relationship among training and development of Regional Development Bank Head Office and its employee job performance.

As presented the Pearson Correlation is .301. It is said that strong positive relationship between training need identify and employee job performance, and show that Pearson

Correlation is .126 .It is said that positive relationship between applicability on job and employee job performance, As presented table Pearson Correlation is .264 .It is said that strong positive relationship between training designs improve skill and employee job performance, As presented table Pearson Correlation is .222 .It is said that positive relationship between training designs improve skill and employee job performance, As presented table Pearson Correlation is .151 .It is said that positive relationship between applicability on job and employee job performance and presented table Pearson Correlation is .076 .It is said that positive relationship between applicability on job and employee job performance.

Regression Analysis

The method to test the research model by the researcher is by using simple regression, with these details the researcher also developed the regression equations. The R Square value of the current research model is given in table 4.4

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.216 ^a	.047	.037	.44328
a. Predictors: (Constant), Training and Development				

Source: Survey Data,2017

According to the above Table 4 the model summary shows that R square value as 0.047 & it is saying 4.7% of variation in employee job performance(dependent variable) is described by the fixed regression model. Adjusted R Square value is 0.037.It shows that 3.7%

Table 5: R square and Adjusted R square Values for Dimensions.

Dimensions	R	R square values	Adjusted R square	Std. Error of the Estimate

Training need Identify	.301 ^a	.091	.082	.43290
Applicability on job	.126 ^a	.016	.006	.45040
Design Improve Skills	.264 ^a	.070	.060	.43792
Development Opportunities	.222 ^a	.049	.040	.44272
Perception of the organization long-term	.151 ^a	.023	.013	.44886
Continuous commitment to investment in employee development	.076 ^a	.006	-.004	.45271

Source: Survey Data, 2017

Discussion of Findings

The main purpose of this research is to study and identify the impact of training and development on an employee's job performance. The outcomes were projected to be used to obtain a well understanding of the impact occurs among training and development and employee job performance.

The current researcher, found to be that the positive relationship among training and development and employee job performance. The Sig value among these two variable was 0.031 which is significant at level of 0.05. This was based on two-tailed tests. This research displays that positive correlation have among training and development and employee job performance. The study results agree with those previous research conducted by Asfaw, Argaw & Bayissa (2015), these researcher's main finding that training and development have a positive correlation on the results of employee job performance. Equally, Quartey (2012) found that reasonably strong relationship among training and development and employee job performance (as cited in Asfaw, Argaw & Bayissa, 2015). And also Ahmad and Din (2009) suggestion that the organization providing

training to their employees were to improve their performance .(as cited in Asfaw,Argaw & Bayissa,2015).

The simple regression analysis defines that training and development have a positive impact on employee job performance with strong beta value, 0.216 .And also training and development dimensions found to have a positive impact on employee job performance. The current research shows a positive strong relationship among training need identify and employee job performance. This outcome agree with the previous research. The training need identify were found as seldom performed activity. (Asfaw,Argaw & Bayissa,2015). The verification of an employee's training need is achieved from the appraisal process, which is based on the performance of an employee (Elena& Antonacopoulou,2000). And also when considering an employee's job performance the organizations have to look into the competencies which are required for the employees within the organization, in respective to the job they are doing. (Ridha& Khayyat,1998) .But, The current researcher found that there is no significant impact of training applicability of the job on employee job performance. The study found to have a positive moderate impact of training design improve skills on employee job performance. The results are in line with the research conducted by Raheja(2015) the researcher can conclude that educational activities which are done within the organization are designed to increase the knowledge of the employee and to also improve their performance. the training and development programs which are offered by the organization are for employees with different level of skill and some of these programs are compulsory and some are voluntary .(Raheja,2015).Similarly The most reliability of the training program is best if its designed to prepare the employees to improve their skills.(Rahaja,2015)..The current study found to have strong positive impact of development opportunities and employee job performance. The previous research agree in this results. Beatrice, Schalk & Veldhoven(2008) the development of an employee's career in relation to aging of his career is an important issue to consider, this is because influence on the career growth and success is based on performance of the organization. But, there is no significant impact of perception of the organization long-term on employee job performance. According to this current study, there is no significant impact of investing in employee development on employee job performance. But the previous research disagree in this results Scott and Meyer(1991) have suggested that investment in employees training contributes significant toward raising the productivity and performance of an organization and employees.(

Dhar,2014) . Similarly , Benham(1993)cited by Iqbal,Malik & Khan,2012) was said that when considering the standard of an organization, its work force (human assets) are only beneficial if they are developed to in consistent with the organizations theory's, there for investing in the training and development of the employees will help them improve their career.(Wagner2002).

Reference to the Regional Development Bank Head Office training and development is positive impact on employee job performance.

Managerial Implications

The key objective of this research was accomplished as it found positive impact of training and development on employee job performance of Head office employees at Regional Development Bank. This study will support organization to recognize the important of training and development for employee job performance. The based on this study beneficial for identifying the cause so that take action for increasing training and development. the previous research was conducted by Mnsour(2013) is said that there is a positive impact between the relationship of performance and training and it's in the best interest of the organization to be aware of the outcome of the employee development activates to further improve. And also training and development is the best way to enhance their performance to benefit the organization.(Obisi,2011).

Theoretical Implication

Furthermore, this research is helpful for different professionals in the banking sector, mainly public bank to acquire the perceptions from the outcome and recommendation for this problem. Although, this research offers the evidence to examination their HRM applies in a way increase the employee training and development with the help from previous studies. And also this study provides diversity of information linked with who are interested. But, this study is limited for local context.

Recommendations

Training and development is most important for any organization. Therefor bank conducted relevant training and development programs to improve their employee job performance. When considering an employee's future regarding their qualifications, the regional development bank should look into an effective method in implementing this. The bank should be provide better development opportunities such as promotion related

development opportunities. Regarding to above recommendation the following has to be done, better training need analysis. Future more, organization should be create the training programs improve the skills of their employees. It can be recommendation for giving on the training and giving related professional qualification. And also this research was done using a quantitative method but it can also be done using a qualitative method. To further improve the research the following points can be used. This research in only focused for Banking Industry therefore it is suitable to refer various industries and It is better to focus of the study is more than one organization in Sri Lanka.

Limitations

The major limitation in this research, this study was based on only Regional Development Bank Head office employees and Regional Development Banks branches were not included. And also other banks were not included. Furthermore, this study in only focused on banking industry therefor it is appropriate to denote various industries. Further, the sample size of 100 employees were small for the kind of research. Another limitation was that limited scope and time for the filed in questionnaire. Future, questionnaire answer may be incorrect due to they have chance to change their answer. This research was based on cross sectional study, therefor responses can be changed their answer according to the situation and mental condition at the time of gathering data.

Conclusion

The human resource is considered to be most important resource of the organization in the world today. The main objective of the every training and development programs is to add novel values to the performance of their employee, there for all organization plan to training and development programs of this employees as a continuous actively. And also every organization should be design the training and development program with clear goals and objectives which keeping in mind the particular needs of both individual and the organization.

The research mainly focused on the impact of training and development on employee job performance at Regional Development Bank. The outcomes of this research study and identify the impact of training and development on employee job performance. Future,

the research examined the impact of six dimensions of training and development on employee job performance.

Based on the outcome from Pearson Correlation Analysis, it presented that there was positive relationship among training and development and employee job performance. It implies that it is 95% confident level that there was a positive significant relationship.

The current researcher was able to find training and development has a positive and significant impact on employee job performance.

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