

Study on Impact of Training on Employee Performance and Commitment

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Abstract

This study intent to explore the impact that training creates on employee performance. It seeks to measure a correlation between training, reward and recognition, employee performance, commitment and their association with job. The scope of the study covered inputs from employees and HR managers of mainly service sector to determine the impact on employee performance. The research was mainly carried through questionnaire surveys and literature reviews. The study concludes that if the employees are given the right kind of job related training then it results in increase in job performance and leads to greater involvement in job. This will be nirvana situation for any employer. Having committed employee's doing their best of the customers. The relevance of training is all the more important when we talk about service sector employees. Committed and trained employees can have satisfied customers. In addition, organisations can leverage from this fact as it will give them a competitive advantage.

Key words: Training, Employees, Commitment, Performance

Introduction

In the recent years the business environment has become VUCA (Volatile, uncertain, complex, and ambiguous) therefore there is a constant need for updating and improvement. This holds true for human capital as well which needs to be updated time and again as skills become obsolete every now and then. Therefore the focus of the present study is on the need of training wherein the impact of training on employee performance from employees perspective is explored. The study primarily focuses on the service sector employees and intents to find the impact through a third factor i.e. reward and recognition of the employees. Various literature reviews in the past show that how training is linked to factors such as performance, salary growth, commitment and job satisfaction. The research also helps us state otherwise that if training is not provided performance will not be achieved. Hence, there is a critical role of training to achieve performance criteria's on the job. For the purpose of this study training is considered as an independent variable whereas performance is considered as a dependant variable. It seeks to find how training is related to performance and other factors such as salary and job involvement. Salary is considered one of the important factors as it is a monetary benefit which the employees seek after developing enhanced skill or expertise. Salary is the most sought after driving force in the organisations. Other rewards and recognition received by employee as a result of training are also to be considered. Training has also been known to have a huge impact on job involvement which ultimately reflects in the employee's willingness to take initiatives, job satisfaction and his retention. The following research seeks to establish a positive correlation between these four variables namely; Training, reward and recognition, job involvement and performance. This research

aims to make a case that organisations investing in training will certainly outperform their competitors when it comes to job performance and job involvement. They will be more equipped to meet future demand and the productivity of employees will increase. Karen Schmidt rightly quoted the possibility of employees leaving after training as opposed to retaining them with obsolete skills. Hence establishing the fact that investing in training is a good cost to have as it helps to get overall good results to the organisation.

Training is considered as one of the major factors impacting performance improvement it increase the skill level of the employee and overall organisational competency. Training is accelerating factor in reconciling the competency gap leading to future requirement fulfilment. Training needs arises out of reactive or proactive reasons. The trigger for training needs is due to performance deficiencies. Training need arises mainly from any shortcoming or gap in employee expected and actual performance which can be closed by appropriate training intervention. There are many approaches of overcoming deficiencies in employee working and training is the foremost. Training enhances productivity, commitment, job involvement and ultimately job performance. Training enhances skill sets, competencies, ability and productivity in organisations. This ensures a continuous pipeline of competent and technically adept workforce which can be deployed in relevant departments and management positions. This research focuses on the need of training which would help organisations in achieving their objectives on a whole. Also any discrimination during the selection of candidates for training must be removed. Training must lead to employee promotions ultimately so that it helps increase employee motivation and retention in the organisation. The overall organisational success depends on the individual performance and productivity of employee, hence ongoing investment in training time and process is needed. The need of growth for individual and organisations both are met by training.

Need for Study

One of the most valuable assets available to any service sector organization is its human capital and so many of these organizations today lay emphasis on providing their human resources with the best of training with an expectation to enhance productivity and performance through an increase in their skills, knowledge and competencies. They have realized that developing their staff and making them technically adept is the only way they can cope with the rapidly changing technology and remain competitive in the ever changing markets and for this training is the most effective activity as it provides benefits for both the organization and the employee. The increase in knowledge, skills and competencies of the staff further makes them more effective in performing assigned tasks and applying newer technologies to the benefit of the firm. But what most organizations tend to ignore is that for training to translate into performance and higher productivity at workplace there are certain other factors that play the role of a facilitator such as reward & recognition and job involvement. Salary along with reward and recognition because one of the essential ingredients of effective learning and its application is motivation which to an extent is successfully offered by salary increments associated with or attributable to enhanced skills and competencies in an employee and hence higher productivity, thus the monetary benefit aspect certainly encourages employees to undertake training and perform better. Also job

involvement which is usually reflected in the worker's commitment to work, clarity of job roles/objectives and impact of his contribution to the organisation, helps in ensuring that the increased knowledge and skills from training are put to effective use. Involvement is also associated with learning and interest taken by employee in transferring it to actual job. So to establish a link between these four variables; Training, Salary, Job Involvement and Performance we need to capture the extent of interrelation among all these variables, so that organizations can leverage the findings and ensure translation of training efforts into higher performance for the organization.

Objectives: The present study has been undertaken with following objectives:

1. To reaffirm a relationship between Training imparted and Employee Performance as well as Commitment
2. To establish a relationship between Reward & Recognition and Employee Performance
3. To establish a relationship between Job Involvement and Employee Commitment

Literature Review

Literature review was done to conceptualise the topic and propose theoretical framework for research.

Training and Employee Performance:

Training is considered to be a vital factor in determining employee performance and in turn gives a competitive edge to the organisation in today's aggressive global scenario. Employees are the most valued assets of any enterprise. They are made capable of performing their best by training experiences. Employee training prepares employees with right kind of skills sets, abilities coupled with right attitude to meet job demands, produce, improve quality, reduce wastages, deal as the situation requirements and innovate as supported by Elnaga & Imran 2013, Walters & Rodriguez 2017

A number of studies conducted on empirical data show that there is a positive relationship between training and employee performance. Muhammad & Fard (2013) explained training as the need of the hour in the vigorous competitive market environment. The authors explained that organisations spending in effective learning and development for its employees happen to achieve its goals and objectives both short and long term. Training is linked to organisation productivity and prosperity. Authors also mentioned training benefits individuals, organisations and entire nation. It contributes to wealth and wellbeing in general. The benefits of training are reaped for long time. What is learned becomes base for updation even when technology is changing. Kum, Cowden, Karodia (2014) in their study focused on the bearing that training creates on employee performance in Consulting case taken by them. According to authors, many projects initiated by ESCON failed at initial stages causing the employee efficiency and productivity to decrease which in turn can lead to the organisation not being able to meet its goals. The paper concluded that the management

support and employee feedback in the organisation should be improved. The other factors contribute in making training successful and improved training can bring improved results in form of productivity and efficiency. Training is continuous effort and management's philosophy will hold in making it more meaning full.

If the employees in an organisation perform up to the required levels of performance, the organisation is bound to have an added advantage. Sultana, Irum, Ahmed, & Mehmood 2012, in their work about how an organisation's success is dependent on the skills and abilities of its employees which points to the fact that indirectly it relies on continuous training of employees. As per this paper, training helps to reconcile the gap that exists between the desired level of performance and actual work performance. Their work is recommending strong training practices and continuous processes driving performance in telecom sector. The proposition of training is driving performance from employees for organisational advantage.

Apart from organisational development through increased productivity, Training also leads to higher job involvement in employees. Hamidun (2003) in the study found out that the need for self-development is the primary reason for employees to attend training. They want to retain a high performance orientation and commitment in their work tasks at the organisation. Employee remain loyal to learning as it leads to enhancement of their own skill. What drives employees is need to learn and strive for better in them selves.

Okechukwu 2017 study found training having positive correlation with job satisfaction and performance. Job satisfaction leads to commitment and retention. It is a logic relationship that training drives performance and performance drives satisfaction leading to growing commitment towards the job. Employees value learning opportunities being provided to them by their organisation.

Malik, Waheed, and Malik , (2010) found job satisfaction is linked to affective domain . Happy managers and employees would like to remain with the organisation and contradicting will be the case if conflict in role is experience.

Improved career opportunities also lead to better rewards which in turn could positively affect employee commitment. Shoaib et al. (2009) in his paper tried to reinstate the fact that employees are the most critical aspect of an organisation and hence companies must make efforts to improve employee commitment by way of enhancing career opportunities (Training), working environment and work-life balance. Both these factors of Job Involvement and Reward affect the performance of an employee at work.

Relationship Between Variables

Training

Training is broadly defined as a learning activity aimed at acquiring specific skill sets and abilities with the purpose of improving performance at a certain task, occupation or job. Training is often seen as a valuable tool used by employers to achieve higher organizational

productivity and effectiveness by enhancing the skills, knowledge and attitudes of its human capital.

Ivancevich (2010) Training is continuous and planned process that aims at changing job related behaviour. Knowledge, Skill and abilities are enhanced to achieve individual, group and organisational goals. All employees need training to improve performance. Performance is effected by many other factors however training has major role when humans are required to execute it.

Singh and Mohanty (2012) established in their study that training is an essential tool for the purpose of enhancing the value, talent pool and worth of an organization. Some may look at it as adding to cost which is certain, as it will increase the operating cost of the organisation but the organization must strike a balance between the cost and delivery of training. Avoiding training can be more disastrous for organisations. It may lead to indirect wastages, damages leading to cost anyways. It further concluded that impact and benefits of training vary from industry to industry as the case may be.

The outcome and effectiveness of training activities is mainly dependent on three aspects:

1. Trainer's knowledge, delivery methods and training objectives: Focus must be laid on the subject knowledge and delivery methods of the trainer. An effective trainer must be able contribute to the existing knowledge base of the trainees and simultaneously keep them engaged for the duration of the training. They must shift their focus from simply being a provider of skills to an active communicator. Trainers willing to handhold trainees while performing. Test of training is when trainee is able to perform on the job and the entire support system is needed for initial some time.

2. Willingness of trainee to learn: This depends solely on the trainee and his level of curiosity and inquisitiveness to learn something new and enhance his/her knowledge and skills regarding the job. Best of the methods will fail if trainee is unwilling to learn

3 Conditions under which training is conducted: This includes the environment in which the training is imparted e.g. on-the-job training, classroom training, simulation, role plays etc. It also covers the quality of material used to enable learning.

Along with improving functional efficiency training also helps at educating employees about the goals and objectives of the job and to assume the right mental orientation required to perform the job efficiently, thus contributing holistically to the preparedness and capability of employees to perform the job. It also allows the employees to gain certain level of confidence and a sense of satisfaction from the job. Thus training is necessary for leveraging and utilising the existing human capital to its maximum potential and achieve organizational goals.

Performance

Organizational performance can broadly be defined as translation of employees' efforts into measurable outcomes and results for an organization which can be measured against the

standards of accuracy, revenue, cost, speed, quality, satisfaction and many other parameters. Since it is generally the combination of employee skills and systems/processes that acts as the fundamental source of performance, the human resource practices are considered to have a substantial impact on performance and development areas.

Many researches support the fact that training has a substantial impact on peoples' performance due to its direct effect on employee's working techniques, competencies and abilities. Training aims at enhancing the employee capabilities by increasing their knowledge and skills related to the job, increasing their understanding of job goals and therefore improving the performance. By the concept itself training is improvement of job related competencies and hence direct aim of training is causing improvement in performance. There are many others factors which can lead to performance such as advance technology, environment etc.

According to Hafeez et al (2015) training and learning has a significant impact on the various performance and development areas related to an employee's job. The paper successfully established a correlation between training and performance with a R^2 value of 0.264 which suggests that training explains 26.4% of the variance in employee's performance areas that gets captured in demonstration of working in team, communication skills, customer service, interpersonal relationship skills and reduced absenteeism rate.

Bediako (2008) developed a mathematical equation for defining performance: Performance = Ability X Motivation, which suggests that performance is a product of ability represented by the 'can' factor and employee's motivation represented by the 'want to' factor. It follows that no amount of training and skill building can prove to be effective and translate into performance if not complemented by a willingness to apply those newly acquired skills into the execution of job. But training can have an impact on both these variables by enhancing the skills and abilities, educating on the goals of the job and heightening the sense of commitment, as a result of feeling of reciprocity towards the investment made by employers in developing their skills. Thus training is considered to be a powerful for impacting the performance of an employee as well as organization.

Impact of Training on Rewards and Recognition of Employees

Based on multiple researches that have been performed, it has been noted that the training in an organisation is positively correlated to the salary, rewards and recognition. If training needs are accurately identified and met through appropriate training programs, the productivity of employees is positively affected. This in turn, leads to a better job performance and hence increased salary (includes R &R).

As per Zoega, Francesconi, Booth, . (2002), there are certain conditions under which organisations have an incentive to invest in employee training. This is due to the fact that the intensity at which employee productivity increases as a result of this training is relatively higher than the rate at which the employee's salary increases. In addition it has also been found that on-the-job training has a higher impact on employee compensation when compared with off-the-job training. Heckman, Lalonde, and Smith, 1999 implied on the job

trainings are more skill based and help in direct performance. Other off the job training techniques are better for development needs of incumbent Hence techniques like Mentoring and Coaching do not have a noteworthy impact in a favourable manner on the rewards of employees who are new joinee.

Impact of Rewards and Recognition on Employee Performance

Rewards and Recognition (broader sense including salary, overall compensation) is a key determining factor in an employee's performance at job. A better job performance can directly lead to an improvement in salary. The magnitude of change however, may vary depending on multiple other factors like the organisation policy, type of training, designation/level of employee etc.

Most companies offer performance based salary and incentives to its employees. This motivates the employee to make more efforts towards a better job performance so they could earn higher monetary rewards. This also helps an organisation in identifying employees with higher capabilities. Compensation or total reward is also known to impact the attrition and retention in an organisation. Higher the total rewards, higher is the chance of an employee staying at the same organisation. (Kline & Hsieh, 2007)

Employee Commitment

Employee commitment is nothing but a psychological and emotional bond that the employee experiences towards the organization or his work. It is mostly seen in employees having a deep sense of association and belongingness towards their organization or job and is achieved only after the employees have internalized the values, goals and objectives of the organization. Nishanthi & Kailasapathy (2018) in their study have concluded positive correlation between socialisation process of organisations and employee commitment towards job. Hence employees committed to the organization tend to be more determined in their work, offer higher productivity and be more proactive in adding value to their jobs and organization

Also the degree of internalization and commitment may differ from person to person considering it to be a function of individual own characteristics and unique professional virtues like work ethics, value for reciprocity, career commitment and job involvement.

Employee commitment can be categorized into two basic dimensions (1) it characterizes the employment relationship between the employee and the employer (2) it has implication on employee's decision of leaving the organization or not. So, according to Allen and Meyer (1990,1996) commitment has the following three dimensions to it:

Affective Commitment

Affective commitment arises out of the emotional association which employees form with the organization. The reason for such a commitment is sheer willingness to stay with the organization. Employees under the influence of affective commitment believe in the values, goals and missions of the company, feel that they fit well into the organization and are

satisfied with their work and hence choose to continue their employment because they want to.

The considerations that impact the depth of affective commitment (Allen and Meyer, 1990) are (1) individual level factors- personal characteristics, value orientation, educational background and age (2) Organizational level factors- clarity of job roles and goals, level of autonomy in job and management support.

Continuance Commitment

Such a commitment may arise out of a situation where the cost of leaving the organization with respect to social cost and economic cost including loss of reputation, status and other monetary incentives outweighs the benefits. An employee under the influence of continuance commitment chooses to stay with the organization because he has to and not because he wants to. Therefore a perceived lack of alternate employment options or high level of accumulated investment (financial and non-financial) made into the job and the organization usually forms the premises of such a commitment.

Normative Commitment

Such a commitment arises out of sheer sense of reciprocity and obligation within the employee regarding organization. Employees who have internalized normative pressures feel that it is their moral obligation to perform their duties towards the organization. The factors influencing level of such a commitment are educational background and age.

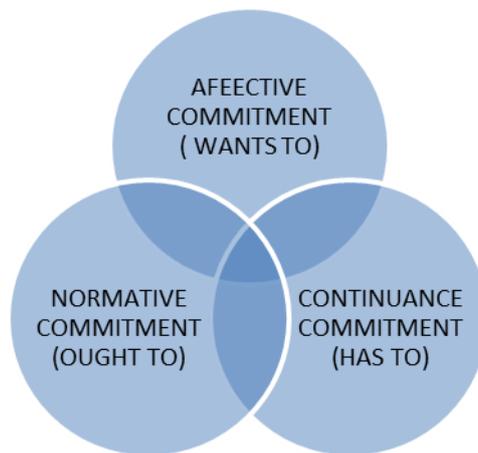


Fig:1.1 Commitment Types

Impact of Training on Job Involvement

Job involvement is defined as the extent to which an individual relates psychologically with their job and classifies the perceived performance category in the job with self-worth. In all certainty the degree of job involvement differs from each individual and is said to be achieved only when employees have internalized the objectives and norms of the assigned job. It also helps the employee to develop a sense of ownership and accomplishment regarding the job, thus reducing absenteeism and negligence in relation to the work.

Therefore training has a major role in establishing involvement between an employee and his job by offering clarity over goals and objectives of the job and expanding the level of skills and competencies possessed by the employee required to improve productivity at the given task/job. This way training can ensure employee's commitment to the job.

Impact of Job Involvement on Employee Commitment

Job involvement is a significant element to make sure as well as to elicit commitment from the employees. Mowday , Porter, Steers, (1982) observed linkages between job involvement and employee commitment. The study concluded that put in the situations where employees are primarily aware off job requirements and involved in specific job makes them satisfied due to fulfilment of psychological wants and needs of ownership, mastery and accomplishment, and their commitment towards organization increases and develops there on. The expectations are met and there is also no violation of understanding developed. Similarly organisation commitment will be outcome of employee job involvement. (Cohen 1999)

Employees with a strong job involvement continue employment because they wish to do so and therefore the employer must help employees to cherish involvement in the organization (Ghani, Nordin, Mamat 2004).

Khan, Jam et al. (2011) could successfully establish a significant and positive relationship between the three forms of organizational commitment viz. Affective, Continuance and Normative Commitment, thus reaffirming the positive relation of job involvement with employee commitment.

Theoretical Framework

As established by previously published papers and above exercise of literature review, training impacts and shares either an implicit or explicit relationship with each of the variables; Reward and Recognition, Job Involvement, Employee Performance and Commitment. Since job specific training is given with an aim of improving employee's performance and productivity at the job, it is also instrumental in ensuring higher organisation performance. Hence authors propose a conceptual framework which represents the relationship between training and performance and commitment and also accommodates the effect of intervening variables like reward and recognition and job involvement.

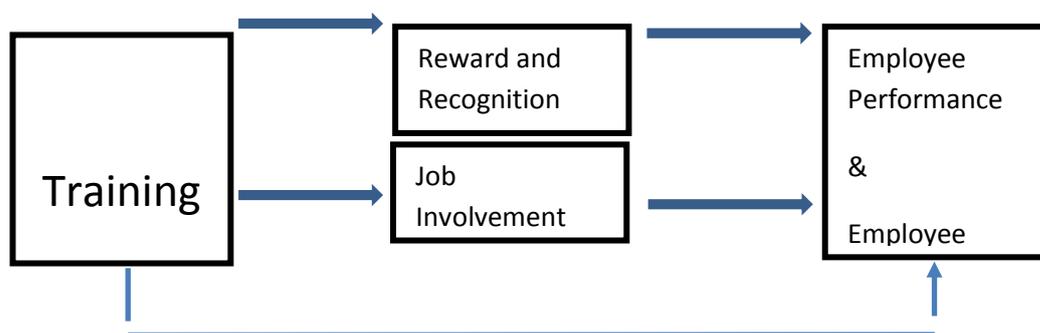


Fig: 1.2 Theoretical Framework

Methodology

For this study a combination of random sampling and snowball sampling was taken to collect the data from questionnaire. Questionnaire were circulated to employees of service sector. A number of 209 samples were collected out of which 2 were rejected. One due to skewed data in which all the responses pointed to the same number in likert scale and another due to missing data. 207 filled up questions were taken into consideration for further analysis.

Data analysis was done using *IBM SPSS Statistics 21.0*. for Pearson correlation and Regression analysis. Excel was used for making charts for pictorial presentation of few questions.

Pearson Correlation Analysis

It is a statistical tool applied to measure the degree of linear relationship between any two variables. It explains the extent to which changes in the value of one variable are associated with changes in other variable. The correlation coefficient measures the strength and direction of linear relationship and hence ranges from -1 to +1 and is independent of units of measurement. The absolute value of the coefficient is indication of the strength of the correlation between the two variables i.e. a value nearing 0 indicates little correlation while a value closer either -1 or +1 indicate stronger correlation. The sign associated with the coefficient represents the direction of the relationship i.e. if it is positive then the increase in one attribute is likely to be accompanied by an increase in the other and vice versa and if negative the increase in one attribute will be accompanied by a decrease in the value of other attribute and vice versa.

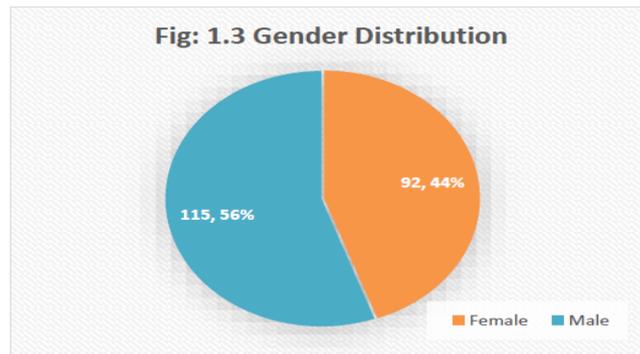
Regression Analysis

It is a statistical technique used to model a relationship between two variables for the purpose of predicting future values. It helps in predicting the future behaviour of the dependent variable to a certain degree of accuracy, based on the fit of the model, with respect to changes in independent variable. The value of R-square is an indication of the accuracy and fitness of the model i.e. it measures the amount of variance in the values of dependent variable which can be explained and captured by the model.

Data Analysis And Presentation

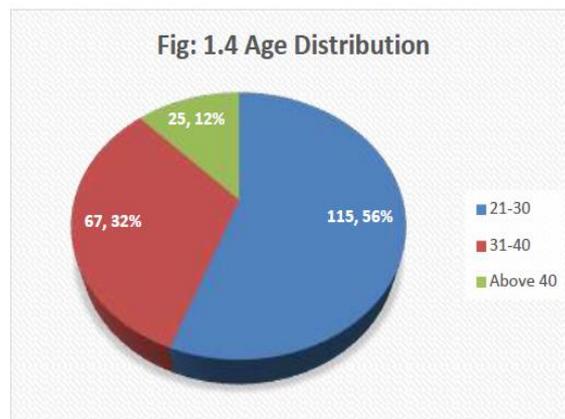
1. Gender Distribution of employees

The findings from the survey indicate a majority of male employees in the sample set taken from IT sector with 56% male as compared to 44% females.



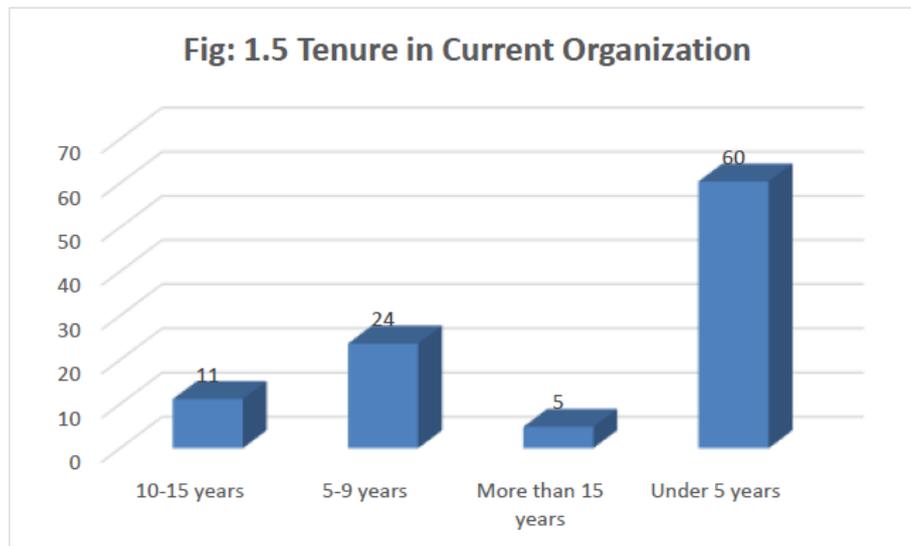
2. Age Distribution

The sample set consists of a multigenerational workforce which helps us get an unbiased view on our research. It consists of millennials, Gen X and Gen Z all the three generations together. Majority of the sample taken is dominated by the age group 21-30 forming 56% of the sample survey, 32% of them are from the age group 31-40 and 12% above 40. This is representative of industry and spread.



3. Tenure in current organisation

Since this generation is dominated by job-hoppers and our research includes majority of people from the younger generations hence the average tenure in the current organisation is not more than 5 years for almost 60% of the employees. 24% responses were from the employees who have spent 5-9yrs in their current organisation and 11% responses were from those who have spent 10-15yrs in their current organisation. However only 5% of them had spent more than 15yrs in their current organisation owing to the older generations surveyed who are known to stay loyal to one organisation for a number of years.



Hypothesis Testing

1. Descriptive Statistics

Table 1: Descriptive Statistics

	N	MIN	MAX	Mean	Std. Deviation
Salary (R&R)	207	1.0	5.0	3.237	.682
Training	207	1.0	5.0	3.367	.911
Employee Commitment	207	1.0	5.0	3.275	1.1001
Employee Performance	207	1.0	5.0	3.502	.931
Job Involvement	207	1.0	5.0	3.300	.882
Valid N	207				

The descriptive statistics show the range of the variables, their mean value and the extent of deviation between data points with respect to the mean value. It shows that some of the variable have a standard deviation of less than 1 and some have more than 1. According to Cohen (2003) a data set is considered to be normally distributed in the standard deviation lies in the range of 0 to 1. Since mostly all the variables in the study have standard deviation less than or equal to 1 therefore the data is considered as normally distributed and hence person correlation can be applied to measure the relationship between variables.

It can be seen in the descriptive statistics that reward and recognition varies from 1 to 5 in its value, with a mean value of 3.237 and with a deviation of .682 from mean. Similarly Training varies from 1 to 5 with a mean value of 3.367 with a standard deviation of .911 from the mean. Employee commitment differs between 1 to 5 with a mean value of 3.275 and standard deviation of 1.1001 from the mean. Employee performance differs between 1 to 5 with a mean value of 3.502 and standard deviation of .931 from the mean. Job involvement differs between 1 to 5 with a mean value of 3.300 and standard deviation of .882 from the mean.

2. Correlation Matrix: Correlation Matrix shown in table 2 below.

Table 2: Correlation Matrix

	Training	Salary(R&R)	Employee Performance	Job Involvement	Commitment
Training Pearson Correlation Sig. (2-tailed)	1	.754** .000	.731** .000	.653** .000	.697** .000
Salary (R&R) Pearson Correlation Sig. (2-tailed)	.754** .000	1	.772** .000	.743** .000	.701** .000
Employee Performance Pearson Correlation Sig. (2-tailed)	.731** .000	.772** .000	1	.740 .000	.786 .000
Job Involvement Pearson Correlation Sig. (2-tailed)	.653** .000	.743** .000	.740** .000	1	.799** .000
Commitment Pearson Correlation Sig. (2-tailed)	.697** .000	.701** .000	.786** .000	.799** .000	1

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

Correlation matrix explains the direction and strength of linear relationship between the understudy variables. According to the above table there is a positive correlation between training and salary (R&R) with a correlation coefficient of .754 and a strength of 75.4%. Similarly for salary (R&R) and employee performance there is a positive correlation .772 and a strength of 77.2%. Training and employee performance share a positive correlation of .731 with a strength of 73.1%. Training and job involvement have a positive correlation of .653 and with a strength of 65.3%. Job involvement and employee commitment are positively correlated with a coefficient of .799. Training and employee commitment are also positively correlated with a coefficient .697. For two tailed test, all relationships are significant at 1% level of significance.

3. Regression Analysis

For validating and verifying the hypothesis for all the variable relationships we have used linear regression analysis technique in SPSS. The output obtained from SPSS is given below in the form of a table that shows the coefficients, measure of fitness and other details of each of the variable relationships.

The constant value indicates the value of the dependent variable if the value of independent variable is zero.

The coefficient represents the slope coefficient i.e. how much should be the change in value of dependant variable if independent variable increases by 1 unit. A positive slope coefficient represents a positive relationship between dependent and independent variable.

The value of R-square represents the coefficient of determination which is a measure of fitness i.e. it measures the amount of variance in the values of dependent variable that can be explained and captured by the model.

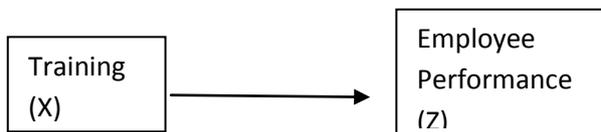
T value shows how good a predictor of dependant variable is the regression model. T value shown in table 3 below.

Table 3:T value

	Constant	Coefficient	Beta	R-Square	T	Sig.
Training and Salary (R&R)	1.087	.705	.754	.569	16.442	.000
Salary (R&R) and Performance	.962	.755	.772	.597	17.416	.000
Training and Performance	1.343	.667	.731	.534	15.330	.000

Table gives the results of constant, coefficient, coefficient of determination, t-value and p-value

4. Hypothesis 1:



$Z = a_0 + a_1X$ (Relationship Equation)

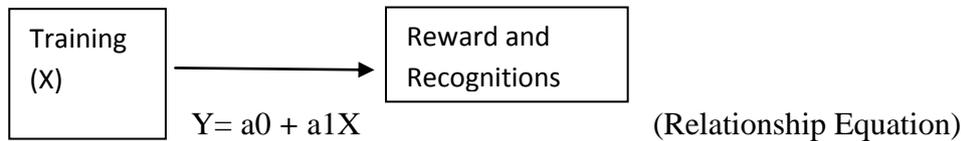
H0: Training does not impact Employee performance

H1: Training has a positive impact on Employee performance

Regression results show that the value of a_0 is 1.343 that explains that even if training variable receives the value of zero, performance will be 1.343. The value of a_1 i.e. the slope coefficient is .667 which represents that a 1 unit change in independent variable will change dependent variable by .667units. The value of beta is .731 which implies towards a strong and positive correlation between the two variables. The R-Square value is .534 indicating that 53.4% of the variance in dependent variable is explained or can be captured by the model, while the other 46.6% may be due to other factors or variables.

The t-value for the slope coefficient is 15.330 and has a p-value of .000 which is less than 0.001 at 98% level of confidence (two-tailed test) i.e. $p\text{-value} < \alpha$ (level of significance), hence we reject the null hypothesis and accept the alternate hypothesis which states that there is an impact of training on employee performance.

5. Hypothesis 2:



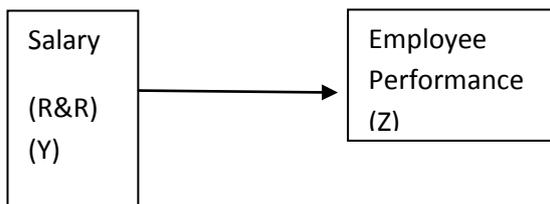
H0: Training does not impact Salary(R&R)

H1: Training has a positive impact on Salary (R&R)

Regression results show that the value of a_0 is 1.087 that explains that even if training variable receives the value of zero, salary will be 1.087. The value of a_1 i.e. the slope coefficient is .705 which indicates that a change in independent variable by 1 unit will change dependent variable by .705 units. The value of beta is .754 which implies towards a strong and positive correlation between the two variables. The R-Square value is .569 indicating that 56.9% of the variance in dependent variable is explained or can be captured by the model, while the other 43.1% may be due to other factors or variables.

The t-value for the slope coefficient is 16.442 and has a p-value of .000 which is less than 0.001 at 98% level of confidence (two-tailed test) i.e. $p\text{-value} < \alpha$ (level of significance), hence we reject the null hypothesis and accept the alternate hypothesis which states that there is an impact of training on employee performance.

6. Hypothesis 3:



$Z = a_0 + a_1Y$ (Relationship Equation)

H0: Salary (R&R) does not impact Employee performance

H1: Salary (R&R) has a positive impact on Employee performance

Regression results show that the value of a_0 is .962 that explains that even if salary variable receives the value of zero, performance will be .962. The value of a_1 i.e. the slope coefficient is .755 which represents that a 1 unit change in independent variable will change dependent variable by .755 units. The value of beta is .772 which implies towards a strong and positive

correlation between the two variables. The R-Square value is .597 indicating that 59.7% of the variance in dependent variable is explained or can be captured by the model, while the other 40.3% may be due to other factors or variables.

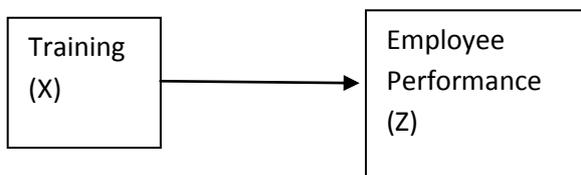
The t-value for the slope coefficient is 17.416 and has a p-value of .000 which is less than 0.001 at 98% level of confidence (two-tailed test) i.e. $p\text{-value} < \alpha$ (level of significance), hence we reject the null hypothesis and accept the alternate hypothesis which states that there is an impact of training on employee performance. T value shown in table 4 below.

Table 4: T Value

	Constant	Coefficient	Beta	R-Square	T	Sig.
Training and Job involvement	1.319	.612	.653	.427	12.355	.000
Job Involvement and Commitment	.748	.766	.799	.639	19.045	.000
Training and Commitment	1.251	.625	.697	.485	13.907	.000

Table gives the results of constant, coefficient, coefficient of determination, t-value and p-value

7. Hypothesis 4:



$Z_1 = a_0 + a_1X$ (Relationship Equation)

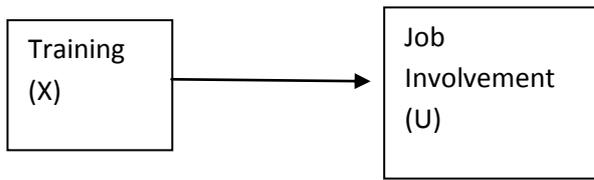
H0: Training does not impact Employee Commitment

H1: Training has a positive impact on Employee Commitment

Regression results show that the value of a_0 is 1.251 that explains that even if training variable receives the value of zero, commitment will be 1.251. The value of a_1 i.e. the slope coefficient is .625 which represents that a change in independent variable by 1 unit will bring about a .625 units change in dependent variable. The value of beta is .697 which implies towards a strong and positive correlation between the two variables. The R-Square value is

.485 indicating that 48.5% of the variance in dependent variable is explained or can be captured by the model, while the other 51.5% may be due to other factors or variables. The t-value for the slope coefficient is 13.907 and has a p-value of .000 which is less than 0.001 at 98% level of confidence (two-tailed test) i.e. $p\text{-value} < \alpha$ (level of significance), hence we reject the null hypothesis and accept the alternate hypothesis which states that there is an impact of training on employee performance.

8. Hypothesis 5:



$$U = a_0 + a_1X \text{ (Relationship Equation)}$$

H0: Training does not impact Job Performance

H1: Training has a positive impact on Job Performance

Regression results show that the value of a_0 is 1.319 that explains that even if training variable receives the value of zero, involvement will be 1.319. The value of a_1 i.e. the slope coefficient is .612 which represents that a 1 unit change in independent variable will bring about a .612 units change in dependent variable by .612 units. The value of beta is .653 which implies towards a strong and positive correlation between the two variables. The R-Square value is .427 indicating that 42.7% of the variance in dependent variable is explained or can be captured by the model, while the other 57.3% may be due to other factors or variables. The t-value for the slope coefficient is 12.355 and has a p-value of .000 which is less than 0.001 at 98% level of confidence (two-tailed test) i.e. $p\text{-value} < \alpha$ (level of significance), hence we reject the null hypothesis and accept the alternate hypothesis which states that there is an impact of training on employee performance.

9. Hypothesis 6:



$$Z_1 = a_0 + a_1U \text{ (Relationship Equation)}$$

H0: Job Involvement does not impact Employee Commitment

H1: Job Involvement has a positive impact on Employee Commitment

Regression results show that the value of a_0 is .748 that explains that even if job involvement variable receives the value of zero, commitment will be .748. The value of a_1 i.e. the slope coefficient is .766 which represents that a change in independent variable by 1 unit will bring about a .766 unit change in dependent variable. The value of beta is .799 which implies towards a strong and positive correlation between the two variables. The R-Square value is

.639 indicating that 63.9% of the variance in dependent variable is explained or can be captured by the model, while the other 36.1% is due to other factors or variables.

The t-value for the slope coefficient is 19.045 and has a p-value of .000 which is less than 0.001 at 98% level of confidence (two-tailed test) i.e. $p\text{-value} < \alpha$ (level of significance), hence we reject the null hypothesis and accept the alternate hypothesis which states that there is an impact of training on employee performance.

Conclusion

Training cannot be replaced for one of the most important aspects of overall employee growth and development in the organisation. It helps the organisation to grow from the state of homeostasis and reach from where they are to where they want to be. Organisations aspire for growth and training is indispensable tool in letting organisations achieve their goals. There is a constant need for skill and competency up gradation in the organisation and training is one of the best ways to close this gap. Training not only impacts the competency and skills of an individual but also have a positive impact on the job involvement, performance and commitment. Increased levels of commitment helps keep the employees engaged in the organisation for longer periods and control attrition. Training is a double edged tool which not only benefits two sides but multiple aspects . It makes do things correctly, improve efficiency, quality, commitment, productivity which inturn gives job satisfaction, organisation growth and fulfilling career aspirations. It is said Training is enabler of change and these are the reasons what makes training a change agent and catalyst in change. Many studies have been conducted around this topic however this paper presents case of training for service industry with three different variable sets.

The model is good fit as per this study. More studies can be done across industry and trying to find out moderating and mediating factors.

Recommendation

- It is recommended to the organisations that training must be given utmost importance in the growth and development at any stage of an organisation. The line managers must give equal chance to the employees while nominating them for training programmes and biasness should be eliminated completely. It must entirely be based on the training need assessment of the departments.
- Employees involvement in job also includes training. Involving employees in training begins with need identification. Let employees have say in identifying what training want to attend and how will that improve the performance on the job. This also leads to ownership development and employees will take responsibility of applying what is learnt in training to actual job scenario.
- Training programs must be linked with salary growth including reward and recognition so that it results in higher performance, since there is a high correlation between the two variables of .722. There must be calibration done for the salary growth and comparable performance must be given comparable hikes.

□ Drawing from the above established correlation between training and job involvement with a correlation coefficient of .653, training can also be used as an effective tool to increase employees' interest in performing the job, hence increase job satisfaction and sense of affective commitment towards the organization.

□ There must be quantitative and qualitative analysis of the effectiveness of every training program to see the percentage increase in the knowledge base of the participants. Feedback must be taken from the employees as well as trainers to remove the redundant trainings and incorporate any feasible suggestions in the forthcoming training sessions for continuous improvement and better delivery.

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