

An Empirical Study on Training and Development Programs Impact on Employees' Performance

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Abstract

The attentive training and development practices cultivate a positive attitude towards the organization by nurturing employee behavior and ultimately contribute to organization's profitability. For individual employee, training and development, improve subject domain and assist in identifying organization goals. The vital construct of the model, psychological empowerment is defined as "enhancement in the individual's ability in handling things" and has a positive influence over work environment. The sample is a convenience sample with 307 employees working in health care units. The associations between the constructs training and development, psychological empowerment and employee performance are evaluated using correlation, regression and indirect mediation effect of psychological empowerment over training and development and employee performance is tested using Hayes mediation macro. Results and conclusions are drawn from the descriptive and inferential analysis.

Keywords— Training and Development, employees, performance, psychological empowerment

INTRODUCTION

Completion of work or exhibiting effectiveness at work is referred as performance. In an organization's work performance is determined at various levels, such as departments, process flow and individuals and the interactions within these entities add value to the organization performance. To buildup such a competitive edge and leading towards the specified objective of the firm, training and development practices are adopted thus benefits the organization in large with building employee competencies (Neelam Tahir, 2014).

The attentive training and development practices cultivate positive attitude towards organization by nurturing employee behaviour and ultimately contribute to organization profitability. For individual employee, training and development improve subject domain and assist in identifying organization goals. It is considered to be a platform that demonstrate

employees to perform in the existing job and aspire for the forthcoming job tasks (Muhammad Imran, 2015; Neelam Tahir, 2014). Organizations facilitate amicable work environment to boost psychological empowerment among their employees and there are empirical evidences that empowered members feel happy with organization environment (Hechanova et al., 2006).

Research Objective:

- To observe the relational affects between employee psychological empowerment, performance and training and development in the organization.
- Training and development practices affect the outcome variables psychological empowerment and employee performance.

- To analyze the mediating effects of psychological empowerment over employee performance and training and development.

Research Framework:

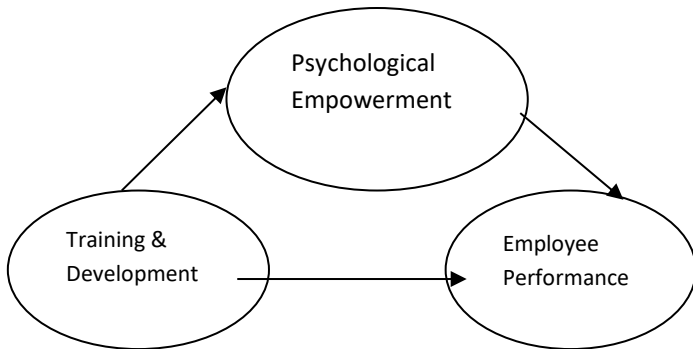


Figure 1: Proposed Mediation Model

Literature Review:

Training and development measures the ability and preparedness of the human resources towards achievement of organizational goals in due course, effective training programs conquers essential organizational objectives thus, systematic, dynamic and flexible approach is the need of the hour for significant positive impact on organization development (Wallach & Mueller, 2006). Quality of work-life and training programs are closely associated were, a high degree of work-life in the organization results in progressive profits, improved employment and market penetration. Taming quality of work-life is a continuum in the business firms or the organizations thus, it apprehensions with employee needs in the working environment and efficient job design (Jehanzeb et al., 2013; Pallavi P. Kulkarni, 2013; Wallach & Mueller, 2006). The attentive training and development practices cultivate a positive attitude towards the organization by nurturing employee behaviour and ultimately contribute to organization profitability. For individual employee, training and development improve subject domain and assist in identifying organization goals. It is a planned learning platform that demonstrate employees to perform current job and aspire for future job

tasks (Muhammad Imran, 2015; Neelam Tahir, 2014).

The vital construct of the model, psychological empowerment is defined as “enhancement in individual’s ability in handling things” and has a positive influence over work environment (Namasivayam et al., 2014; Pieterse & Knippenberg, 2010) thus, Psychological empowerment was positively correlated with both job satisfaction and performance (Carless, 2004; Hechanova et al., 2006; Spreitzer, 2020a).

Hypothesis:

H1: Training and development practices in the organization have a significant effect on employee psychological empowerment.

H2: Training and development practices in the organization have a significant effect on employee performance.

H3: Psychological empowerment mediates training and development practices in the organization positively over employee performance.

Method:

The sample is a convenience sample with 307 employees working in health care units. The data were collected through surveys. The questionnaires are distributed to the employees working in health care units and association between the constructs training and development, psychological empowerment and employee performance are evaluated using correlation, regression and indirect mediation effect of psychological empowerment over training and development and employee performance is tested using Hayes mediation macro. For descriptive and inferential analysis SPSS V22 was used.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.854
Bartlett's Test of Sphericity	Approx. Chi-Square	1502.253
	Df	55
	Sig.	.000

Table 1: KMO and Bartlett's Test

Scale Development:

The main variable of the concerned research work i.e training and development concept is

espoused from the research evidences provided by Neelam Tahir, (2014) therefore items e.g. “Training and development practices in organization is” on semantic differential scaling (Innovative to conservative, modern to old fashioned, useful to unuseful and simple to complex). The psychological empowerment construct was also studied widely in the literature and adopted in this study (Spreitzer, 2020a, 2020b). The items are as follows: “I am confident to do my job with this ability”, “I have a great deal of job control in my organization”, “My job is within the of my abilities” and “I am self-assured about my capabilities for the work activities”. The

employee performance variable was adopted from earlier studies (Amir Elnaga, 2013; Namasivayam et al., 2014) and the items are “my work commitment was enhanced”, “my skillset was enriched”, and “my overall performance was improved” on likert scale.

Exploratory Factor Analysis of the Model:

Based on the derived statistical output of the exploratory factors analysis, it is observed that all three proposed variables are found to be significant with more than three items of each variable. The concerned results are presented in the following table – 2.

Items	Training & Development	Psychological empowerment	Employee Performance
TD1	0.858		
TD2	0.848		
TD3	0.827		
TD4	0.637		
PSYE1		0.805	
PSYE2		0.776	
PSYE3		0.764	
PSYE4		0.613	
EP1			0.809
EP2			0.793
EP3			0.585

Table 2: Rotated Component Matrix

Based on the results tabulated in the following table – 3, 4 & 5 it is observed that all the proposed variables are found to be significant. The mean scores of training and development is recorded as 4.1, psychological environment is

denoted as 4.10 and the final variable employee performance is noted as 3.44. However the standard deviations of the variables are found to be 0.84, 0.76 and 0.89 respectively.

Model Constructs	Mean	Std. Deviation	Training & Development	Psychological empowerment	Employee Performance	α
Training & Development	4.100	0.848	1	0.539**	0.495**	.871
Psychological empowerment	4.102	0.768	.539**	1	.480**	.790
Employee Performance	3.448	0.897	.495**	.480**	1	.675

Table 3: Psychometric Properties

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

Inferential Analysis and Result:

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
H1	0.495	.245	.242	.78111
H2	0.539	.291	.289	.64737

Table 4: Quotient of determinants

Note: Independent Variable: Psychological Empowerment, T&D
Dependent Variable: Employee Performance

Hypothesis	Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
H1	Training & Development	.524	.053	.495	9.940	.000
H2	Training & Development	.488	.044	.539	11.186	.000

Table 5: Regression coefficients

Note: Dependent Variable in H1: Employee Performance, H2: Psychological Empowerment
The Quotient of determinants is observed from table 4, in the first model $R^2=0.242$ i.e., the model explains 24.5 percent of variance and in the second model $R^2=0.291$ i.e., about 29.1 percent of variance is explored. In a independent regression method is used to

observe the impact of the independent variable training and development on employee performance and psychological empowerment from table 5 it can be determined that T&D is positively and significantly effects ($\beta =0.495$, $P<0.05$) the on employee performance and T&D positive significantly effects ($\beta =0.539$, $P>0.05$) the psychological empowerment.

Hypothesis	Total Effect	se	t	P	LLCI	ULCI
H3	0.523	0.053	9.940	0.000	0.420	0.627
	Direct Effect	se	t	P	LLCI	ULCI
	0.352	0.060	5.872	0.000	0.234	0.470
	Indirect Effect	BootSE	BootLLCI	BootULCI		
	0.172	0.040	0.096	0.252		

Table 6: Simple Mediation

Note: Dependent Variable :Employee Performance; Independent Variable: Training & Development;

Mediating Variable:

Psychological Empowerment.

Mediation is defined as a variable of interest has a possibility for enhancing the relation between two or more constructs (Manideep, 2019c). Here, hypothesis three was constituted as psychological empowerment being a mediator enhances the indirect effect of T&D over employee performance see table 6. The

total effect is improved with inclusion of a mediating variable and all the total, direct and indirect paths are significant. Hence, it is proved that both the hypothesis, H1 and H2 are positive significantly associated with, both contribute to formation of employee psychological empowerment and performance and H3, the mediation was also significant as it is understood as employee psychological empowerment is a decisive factor in determining employee performance over organization T&D practices.

Conclusion:

The attentive training and development practices cultivate positive attitude towards organization by nurturing employee behaviour and ultimately contribute to organization profitability. For individual employee, training and development improve subject domain and assist in identifying organization goals. It is a planned learning platform that demonstrate employees to perform current job and aspire for future job tasks (Muhammad Imran, 2015; Neelam Tahir, 2014). The vital construct of the model, psychological empowerment is defined as “enhancement in individual’s ability in handling things” and has a positive influence over work environment (Namasivayam et al., 2014; Pieterse & Knippenberg, 2010). Therefore hypothesis, H1 and H2 are positive significantly associated, both contribute to formation of employee psychological empowerment and performance and H3, the mediation was also significant as it is understood as employee psychological empowerment is a decisive factor in determining employee performance over organization T&D practices.

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