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# Impact of Training and Job Involvement on Job Performance

N. Thevanes<sup>1</sup> and T. Dirojan<sup>2</sup>

<sup>1</sup>Assistant Lecturer, Vavuniya campus of the Jaffna University, Sri Lanka

<sup>2</sup>Graduate-Eastern University, Sri Lanka

**Received:** July 29, 2018; **Accepted:** August 7, 2018; **Published:** August 18, 2018

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## Abstract

This paper aims to examine the relationship between training and job performance and to test the relationship between job involvement and job performance. In order to achieve the study objectives, primary data were collected from 137 employees of Sri Lanka Telecom (SLT) in Batticaloa district. The correlation and simple linear regression analysis were used to achieve the study objectives. Findings of the study revealed that, there are positive and significant relationship exists between training and job performance. Similarly, there is a positive and significant relationship exists between job involvement and job performance. Findings from this study have important implications for academics as well as practitioners on how to enhance the job performance of employees by enhance the training and job involvement.

**Keyword:** job performance, job involvement, training, employee, organization

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## 1. Introduction

Organizations continuously focus on enhancing the organization performance to gain the competitive advantage. Several researchers revealed that, employees are the significant actors in determining the organizational performance. Arulrajah and Opatha, (2012) argued that an organization's performance directly depends on the individuals it employs. Without employees' active participation and commitment improving the organizational performance becomes unrealistic. Thus, organizations are paying a great attention on improving the employees' performance to enrich the organization performance.

Hence, recent days, organizations continuously focus on applying the human resource management practices to improve the employees' job performance. Therefore, organizations are implementing the several high performance HR practices and strategies to improve the employee job performance such as training, performance appraisal, compensation, career development, team working and etc. Among the high performance HR practices training considered as the one of the crucial HR practices which highly contributes to enhance the organizational performance through enhancing employees' performance. Training is one of the most critical tools to allow employees to learn and adopt these new mindsets, skills, and attitudes (Hale, 1995; Jick, 1995). Training can be understood as an important human or organizational factor or as a practice pertaining to the recent literature (Sahinidis & Bouris, 2008; Jacobs & Bu- Rahmah, 2012;

Lyons, 2009; Park, Kang & Kim, 2018) which seeks to align aspects and practices of human-resource management with the goals and objectives of organizations. In the development of organizations, training plays a vital role, improving performance as well as increasing performance, and eventually putting organization in the best position to face competition and stay at the top. Training generates benefits for the employee as well as for the organization by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies and behavior (Appiah, 2010). Organizations that are dedicated to generating profits for its owners (shareholders), providing quality service to its customers and beneficiaries, invest in the training of its employees (Evans & Lindsay, 1999).

Furthermore, some researchers revealed that, job involvement plays a vital role in determining the job performance of employees. Employee job involvement has been predicted to have a significant impact on numerous organizationally important outcomes (Rotenbery & Moberg, 2007). Thus, organizations seriously focus on improving the job involvement of employees to enhance their job performance.

In this scenario, many researchers found out that there are interactions among training, job involvement and job performance (Sahinidis & Bouris, 2008; Jacobs & Bu- Rahmah, 2012; Hermawati & Mas, 2017; Mishra & Smyth, 2015, Opatha, 2009; Abdallah et al., 2017; Singh & Gupta, 2015) Moreover, anecdotal evidences reveal that a very few research works are available in this area in Sri Lanka. In this context, there is a need to explore the impact of training and job involvement on job performance empirically. Hence, this study is an attempt to fulfill the empirical knowledge gap. Considering above evidences, the researcher of this study would like to conduct a research in order to fulfil the empirical knowledge gaps in impact of training and job involvement on job performance. Hence, the objective of this study is to explore the impact of training on job performance and to explore the impact of job involvement on job performance among the employees in Sri Lanka Telecom.

## **2. Literature Review**

### **Relationship between Training and Job Performance**

Recent days, organizations continuously focus on improving the individual performance of employees in order enrich the organizational performance. Hence, organizations increasingly required to enhance the employee competencies as well as attitudes and behaviors to improve the individual performance. In this context, training is considered as the crucial HRM practice to enhance the employee performance by improving employee's competencies as well as attitude and behaviours. Training is defined as systematic development of the knowledge, skills and attitude required by individual to perform adequately a given task or job (Armstrong, 2001). Opatha (2009) explained that training is a formal process of changing employee behavior and motivation in the way that will enhance employee job performance and then organizational overall performance. These definitions clearly explain that training is a crucial factor to improve the employee job performance.

According to AMO theory, organizations need to improve the employees' abilities, motivation and provide opportunities to enhance the organizational performance (Appelbaum, Bailey, Berg & Kalleberg, 2000). Several researchers argued that it is possible to improve the employees' abilities, motivation and provide opportunities through enhance the employee training (Opatha,

2009; Elnaga & Imran, 2013; Jacobs & Bu-Rahmah, 2012; Renwick, Redman, Maguire, 2013; Nikandrou, Brinia & Bereri, 2013). Without proper training, it is impossible for an organization to achieve its goals and objectives (Arulrajah, Opatha & Nawaratne, 2015). According to Opatha, (2009), training increases the employees' abilities to improve the current job performance and future job performance as well. Most of researches showed that training is a fundamental and effectual instrument in successful accomplishment of the firm's goals and objectives, resulting in higher productivity (Colombo & Stanca, 2008; Sepulveda, 2005; Konings & Vanormelingen, 2009). Employee training activities are very important for the employees, as the activities are performed, it indicates that organization cares about their employees and wants them to develop (Denisova-Schmidt, 2011). Training not only develops the capabilities of the employee but sharpen their thinking ability and creativity in order to take better decision in time and in more productive manner. Employee training refers to programs that provide workers with information, new skills, or professional development opportunities (Elnaga & Imran, 2013). Moreover, it also enables employees to deal with the customer in an effective manner and respond to their complaints in timely manner (Hollenbeck, Derue & Guzzo, 2004). Further, many researchers revealed that training effectively contributes to enhance the employee motivation, commitment and job satisfaction (Meyer & Allen, 1991; Sahinidis & Bouris, 2008; Ocen, Francis & Angundaru, 2017) which in turn will have a beneficial effect on employee job performance. Thus, many of the organizations are investing on training. When organizations are providing employee training, the employees work hard; utilize their full skills and efforts to achieve the goals of the organizations. Based on the above cited literature evidences, it can be possible to establish a positive relationship between training and job performance of employee. According to the above literature, this review establishes that training has a positive relationship with job performance as a first hypothesis of this review:

***Hypothesis 1: There is a positive relationship between training and job performance.***

### **Relationship between Job Involvement and Job Performance**

Job involvement is one of the most studied employee attitudes in organizational research. Job involvement has attracted attention as a key contributing factor to an organization's success (Abdallah et al., 2017). Kanungo, (1982a) defined been defined as the degree to which a person psychologically identifies or committed to his/her job. Job involvement of employees contributes to determining the success and failure of the organizations. Thus, organizations focus on improving the job involvement of the employees to achieve the organizational goals and objectives.

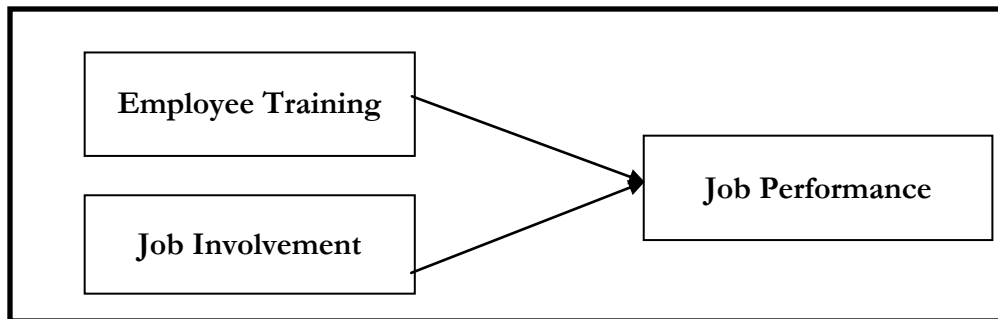
In this context, several researchers revealed that job involvement highly contributes to enrich the job performance of employees (Diefendorff, Richard, & Gosserand, 2006; Lassk, Marshall, Cravens & Moncrief, 2001; Johari & Yahya, 2016). Kanungo, (1982b) stated that, people who are high in job involvement genuinely care for and are concerned about their work. Several studies suggest that job involvement has a positive relationship with organizational commitment and job satisfaction (Aranya & Ferris, 1984; Gunz & Gunz, 1994; Lachman & Aranya, 1986; Parasuraman & Nachman, 1987; Uygur & Kilic, 2009). Further, researchers revealed that, job involvement leads improve the organizational citizenship behavior, emotional attachment to the organization, voluntary actions beyond the job description, and participation in organizational decisions, but also reduces the desire to leave the job (Rahati, Sotudeh-Arani, Adib-Hajbaghery

& Rostami, 2015; Rotenberry & Moberg, 2007; Hermawati & Mas, 2017). These, factors are considered as the critical elements to enhance the job performance of employees. Moreover, researchers suggested organizations need to turn their focus on enhancing the job involvement to increase the employee productivity which turns leads to enhance their job performance (Fossey & Harvey, 2010; Srivastava, 2013). Thus, job involvement considered as the critical work related attitude of employee which highly contributes to enhance the employees' active and conscious participation in the organizational activities to improve the employees' job performance and overall organizational performance. Based on the above cited literature evidences, it can be possible to establish a positive relationship between job involvement and job performance of employee. According to the above literature, this review establishes that job involvement has a positive relationship with job performance as a first hypothesis of this review:

***Hypothesis 1: There is a positive relationship between job involvement and job performance.***

Hence, based on the review, this paper proposes a conceptual model that shows the relationships among training, job involvement and job performance (see Figure 1).

**Figure 1: Conceptual Model**



*(Source: Developed for this study purpose)*

### **3. Methodology**

#### **Sampling and Data collection**

The empirical data for the current study were collected from Sri Lanka Telecom in Batticaloa district. The total population of this study was 137 employees of Sri Lanka Telecom in Batticaloa district. Out of these, 107 employees were selected as sample to conduct this research by using disproportionate stratified sampling method, because to assure representation of employees belonging to different groups in the selected organization.

This study depends on primary data. The data of this study were collected from the respondents through structured questionnaire. The questionnaire contained questions relating to training, job involvement and job performance.

#### **Measures**

Training has been measured in a variety of ways in the extant literature. Training was measured through a 30-item five-point scale, based on Grantson, (2015) work. The instrument reliability was at 0.77. We adopted Kanungo's (1982a) Job Involvement Questionnaire (JIQ) to measure

job involvement in this study. Ten items are included in JIQ scale. The scale reliability was at 0.79. To measure job performance, eleven question items were used from past research works of Koopmans et al. (2011). The instrument had a good degree of reliability with a Cronbach's alpha of 0.87.

#### 4. Results

##### Profile of the Respondents

In the survey, the gender distribution of the respondents is 70.2 percent males and 29.8 percent females. The results revealed that the respondents are young, with 39.7 percent between 21 and 30 years. In terms of educational background of the respondents, 42.3% of them were studied advance level, 37.5% of them were studied diploma level, 14.4% of them were graduates and 5.8% of them were postgraduates. The results also revealed that 35.3 percent respondents have the work experience below 5 years, 30.3 percent of the respondents have work experience between 6 and 10 years and 34.4 percent of the respondents have the experience above 10 years.

##### Descriptive statistics and Correlation Analysis

Correlation analysis was conducted to examine the relationship between the variables. According to Sekaran (2000), the correlation coefficient value ( $r$ ) range from 0.10 to 0.29 is considered as weak, from 0.30 to 0.49 is considered as medium and from 0.50 to 1.0 is considered as strong. The means, standard deviations, and correlations for all variables are shown in Table I. The descriptive statistics of the study suggest that, there is a high level of training provided to the employees in surveyed organization. The results also imply that, job involvement of employees is in high level. Further, results of the study indicate that, employees' job performance is in high level with mean scores from 3.89 to 3.96 of 5.

Variables	Mean	SD	1	2
1 Training	3.89	1.06		
2 Job Involvement	3.96	2.01		
3 Job Performance	3.94	1.02	0.596**	0.894**

Notes: N=137, \*\*Correlation is significant at the 0.01 level (2-tailed)

(Source: Survey Data)

##### Table 1: Descriptive Statistics and Correlation Matrix

Correlation analysis explained that training has a strong positive correlation with job performance. Further, Correlation analysis also shows significant and strong positive correlation between job involvement and job performance.

##### Simple Linear Regression Analysis

Simple linear regression was used to measure the impact of the independent variable on dependent variable. The regression coefficient (represent by  $R^2$ ) can take on any value between 0 and 1. It measures how much the dependent variable varies with an independent variable when all other independent variables are held constant. Therefore, linear regression was used to measure the impact of employee training on job performance and to test the impact of job involvement on job performance employees in SLT.

<b>Table 2: Model Summary of Impact of Training on Employee Performance</b>				
<b>Model</b>	<b>R</b>	<b>R square</b>	<b>Adjusted R square</b>	<b>Std. Error of the Estimate</b>
1	.596 <sup>a</sup>	.355	.348	.7295586489
a. Predictors: (Constant), Training b. Dependent Variable: Employee performance				

*(Source: Survey Data)*

The model summary of simple linear regression shows, adjusted R square is 0.348. Therefore, Researcher can conclude that 34.8% of variability in employee performance is accounted by the training. In other words, 65.2% of variance of employee performance was affected by other variables.

<b>Table 3: Model Summary of Impact of Job Involvement on Job Performance</b>				
<b>Model</b>	<b>R</b>	<b>R square</b>	<b>Adjusted R square</b>	<b>Std. Error of the Estimate</b>
1	.894 <sup>a</sup>	.800	.798	.4064021730
a. Predictors: (Constant), Job Involvement b. Dependent Variable: Employee Performance				

*(Source: Survey Data)*

The model summary of simple linear regression shows, adjusted R square is 0.798. Therefore, Researcher can conclude that 79.8% of variability in employee performance is accounted by the job involvement. In other words, 20.2% of variance of employee performance was affected by other variables.

## **5. Discussion**

The results of the analyses indicate that a significant and strong positive relationship exists between training and job performance. This result provides a support to the first hypothesis of the study. The results of the current study suggest that when employees receive high level of training it highly contributes to improve their job performance. Employees should equipped with cutting-edge knowledge and complementary skills needed to perform their job. The main objective of training is to enhance the employee attitudes and behaviors and develop their knowledge, skills and abilities which are needed to perform their job. Further, training to the employees leads to improve their job satisfaction, motivation, organizational commitment and engagement which in turn lead to enrich their job performance. Further, training highly contributes to reduce the absenteeism and turnover of employees by enhancing the career development of employees. Therefore, the company wants to consider more about providing the training to top level, middle level and low level of employees to increase their job performance. This finding is consistent with previous research that indicated training can increase the job performance of employee (Sahinidis & Bouris, 2008; Hermawati & Mas, 2017; Elnaga & Imran, 2013). Furthermore, the results of the study suggest that, when an organization is decided to enrich their organizational performance, it needs to focus on providing the training to the all levels of employees to perform their job successfully. Training is considered as the critical HR

practice to produce and develop highly efficient and effective employees within the organization to enhance the organizational performance in order to improve the competitive advantage and reputation as well.

The results of the analysis further indicate that a significant and strong positive relationship exists between job involvement of employee and job performance of employee. This result of the study supports the second hypothesis of the study. Based on the findings of the current study, it is possible to conclude that job involvement is powerful predictor of job performance. Moreover, this finding of the study is in line with previous studies which suggested that job performance is predicted by the job involvement of employee (Johari & Yahya, 2016; Carmeli, 2005; Philip & Moberg, 2007). The findings of the study suggest that organizations can enhance the organizational performance by improving the job involvement employee. In other words, employees with high job involvement become the serious contributors to achieve the organizational goals and objectives. Thus, job involvement directly contributes to the job performance of employee. Therefore, nowadays, organizations developing and applying several innovative practices and initiatives to enhance the job involvement of employees resulting in improved job performance. Highly involved employees always have positive mindset and attitude towards their job and organization which encourage them to perform in a way to reach the organizational goals and objectives. In addition to that, highly job-involved employees will perform their job with high dedication and commitment and seriously contribute to the achievement of organizational success.

Further, improving the job involvement employee contributes to reduce the turnover intension and absenteeism of employees. Overall, this trends leads to enhance the individual job performance and organizational job performance as well.

## **6. Limitations and Directions for Future Research**

This study has several limitations that must be acknowledged. The present study only explores the relationship between training and job performance, job involvement and job performance. Future research can focus on other relationships among the variables. For example, consider the relationship between training and job involvement. Further, this study ignores the mediating effects of job involvement in on the relationship between training and job performance. The current study is a cross-sectional study. Therefore, it is important for future studies to validate the current findings in a longitudinal design could be more appropriate than cross-sectional ones for establishing casual inferences based on preexisting theory and empirical data (Chiaburu, Dam & Hutchins, 2010). The current study only applies a quantitative research design. Therefore, future studies may consider collecting deeper data from the respondents. The use of both qualitative and quantitative methods would provide an opportunity for more depth and richer explanations regarding the relationships among training, job involvement and job performance. Future studies have the further opportunities to consider the antecedent variables related to this study. The findings of this study are methodologically limited by restrictions imposed by the study in specific industry, which not permit the generalization of findings. Future studies should address this issue.

## **7. Conclusion**

This study concluded that there is a positive and significant relationship exists between training and job performance. Similarly, there is a positive and significant relationship exists between job involvement and job performance. Overall, findings of the study suggested that training and job involvement play a vital role in determining the job performance of employees.

This study should be both theoretical and empirical significance. From the theoretical perspective the results and findings are expected to contribute to HRM, and employee attitude and behavior literature. From the practical perspective, the researcher believes that results of this study will helpful to understand the importance of employee training and job involvement in improving job performance of employees among practitioners.

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