

## The impact of training dimensions on employee's work performance: An analytical study in Karnataka soaps and detergents limited in Bengaluru

<sup>1</sup> Dr. D Govindappa, <sup>2</sup> V MANJULA

<sup>1</sup> Asst. Professor, Government Maharani's Arts, Commerce & Management College for Women, Bangalore, Karnataka, India

<sup>2</sup> Research Scholar, Bharathiar University, Coimbatore; Associate Professor, Seshadripuram Academy of Business Studies, Kengeri Satellite Town, Bangalore, Karnataka, India

### Abstract

This paper assesses the effect of training dimensions on employee performance, a case of Karnataka Soaps and Detergents Limited. The study sought to find out; the effects of Training needs assessment on employee performance, the effects of Training contents on employee performance and the effects of Training evaluation on employee performance. The study conducted on total of 100 employees and 6 departmental heads. Questionnaires were used. The departmental heads were selected using purposive sampling while the employees were selected through simple random sampling. The researcher used content validity; internal consistency was achieved through the use of a Cronbach's Alpha coefficient which yielded an alpha of 0.86 implying that the instruments were reliable. The researcher then analysed the data using descriptive and inferential statistical where regression analysis was used to establish the associations of the study variables. Results show that there was positive and significant effect between training needs assessment and employee performance in Karnataka Soaps and Detergents Limited. Training content has a positive and significant effect on the employee performance in Karnataka Soaps and Detergents Limited.

**Keywords:** on the job training, training dimensions, training evaluation levels, training needs assessment

### Introduction

Employees are major assets of any organization. The active role they play towards a company's success cannot be underestimated. As a result, equipping these unique assets through effective training becomes imperative in order to maximize the job performance. Also position them to take on the challenges of the today's competitive business climate. Although extensive research has been conducted in the area of Human Resource Management, the same cannot be said on employee training especially as it concerns developing countries. Many organizations meet their needs for training in an ad hoc and haphazard way. Training in these organizations is more or less unplanned and unsystematic. Other organizations however set about identifying their training needs, then design and implement training activities in a rational manner, and finally assess results of training.

Training helps people to learn how to be more effective at work by modifying knowledge, skills or attitudes through learning experience to achieve effective performance. Human resource theory supports the significance of training in which it is considered as one of the processes in achieving organizational goals by attracting and maintaining employees, and also managing them effectively.

With the current expansion of the global economy and the fast-changing evolution of technology and innovation, organizations are facing an on-going need for employee learning and development. As knowledge increasingly becomes a key factor for productivity, it has also become a currency for competitive success. The resource base approach

contends that the organization can develop a sustained competitive advantage only if its activities create value in a unique way, on that competitors cannot easily copy. The human capital cannot be easily copied once they acquire the expertise and the necessary skills and knowledge in their workplace. Training is of growing importance to companies seeking to gain an advantage among competitors. One school of thought argues that training leads to an increase in turnover while the other states that training is a tool to that can lead to higher levels of employee retention. Regardless of where one falls within this debate, most professionals agree that employee training is a complex human resource practice that can significantly impact a company's success. Successful organizations today must have managers who able to motivate and inspire their employees. Successful managers must see themselves not just as bosses, but as performance coaches by providing training; help employees enhance their careers; and mentor them to become the best they can be. The importance of ensuring employee retention following training may lie in the strategic approach that is utilized. Companies can seek to achieve organizational goals through a variety of human resource strategies and approaches. One such approach, a commitment strategy, attempts to develop psychological connections between the company and employee as a means of achieving goals. In an attempt to ensure that the employee remains with the company following training, employers may implement a strategy to training that fosters commitment. Training that attempts to increase employee commitment may serve to counter the numerous direct and indirect costs

associated with turnover although a commitment strategy can be tied to all company human resource practices; recruitment, selection, performance and evaluation.

### Statement of the Problem

Previous studies have examined the effect that training and workplace education programs, training and organizational outcomes, on-the-job training and commercial banks, training on employee's work commitment and performance, but very few studies if any have addressed the effect of training dimensions on employee work commitment and performance in Karnataka Soaps and Detergents Limited. Most studies have focused on the effect of training on organizational performance in manufacturing firms in developed countries with little in developing countries. This study assesses the effect of training dimensions on employee performance in Karnataka Soaps and Detergents Limited in Bengaluru.

### Objectives of the Study

The general objective of the study was to assess the effect of training dimensions on employee performance in Karnataka Soaps and Detergents Limited in Bengaluru.

Specifically the study sought to address the following objectives:

- To determine the effect of training needs assessment on employee performance.
- To establish the effect of training contents and delivery approaches on employee performance.
- To examine the effect of Training evaluation on employee performance.

### Research Hypothesis

The study was guided by the following research hypotheses:-

**H<sub>01</sub>:** There is no significant effect of training needs assessment on employee performance in Karnataka Soaps and Detergents Limited in Bengaluru.

**H<sub>02</sub>:** There is no significant effect of training contents on employee performance in Karnataka Soaps and Detergents Limited in Bengaluru.

**H<sub>03</sub>:** There is no significant effect of training evaluation on employee performance in Karnataka Soaps and Detergents Limited in Bengaluru.

### Literature Review

It is essential to examine any issues related to training and development in any business sector. The purpose of this study is to examine the effects of training on employee performance within the telecommunications industry in Uganda. Moreover, sub goals are developed to facilitate a clear achievement of the purpose of the study. These include (1) what training programs exist in the telecommunications sector, (2) what are the training objectives, (3) what methods are used and do these methods meet the training objectives, and finally (4) examine the effects of training on employee performance. Recent studies mentioned that training is an essential element

for sustainable competitive advantage and survival in the 21st century as it is the process of providing employees with specific skills or helping them to correct deficiencies in their performance (Poh, 2001). Most of managers give training to their employees for three main purposes (Belcourt, Wright and Saks, 2000) <sup>[4]</sup>, which are (1) to increase productivity or the performance of employees; (2) to achieve organizational goals; and (3) to invest in employees to succeed in the unpredictable and turbulent business environment.

Many organizations fail because their employees not trained well enough in skills that truly matter in the age of information. However, people skills are typically hard to observe; quantify and measure as much as it needed for everyday life and in work because it's have to do with how people relate to each other: communicating, listening, engaging in dialogue, giving feedback, cooperating as team member, solving problems and resolving conflicts (Coates, 2004) <sup>[8]</sup>. The benefits of people skills training are (Menguin, 2007) <sup>[9]</sup>: (1) providing a platform to showcase technical skills; (2) helping in the fast lane; (3) bring out the leadership qualities; and (4) helping personal growth. To provide the desired motivation and accountability, it is a good idea to assess people skills in advance of the training programmes by employing executives who able to coach their supervisors and subordinates in ensuring frequent feedback, encouragement and reinforcement. So, organizations can achieve the desired return on a considerable investment in people skills training. Organizations should acknowledge that their employees have the latest technical skills training, which are designed and offered by organizations in updating their existing skills and acquiring new technologies that will best suit with organization's technical training needs, goals and budgets. An effective training program cannot be analysed and studied as phenomenon unto itself. As with any systematic process, an effective training program is driven by several factors, including training commitment of employees which reflects to commitment of organizations in preparing training; comprehensive needs assessment in resolving organizational problems; employing appropriate training contents and delivery approaches; and training evaluation handed out at the end of training programmes, which influence the transfer of skills from training environment to work environment (Wagonhurst, 2002). With the current expansion of the global economy and the fast-changing evolution of technology and innovation, organizations are facing an on-going need for employee training and development. As knowledge increasingly becomes a key factor for productivity, it has also become a currency for competitive success. Understanding factors that contribute to organizational performance and the transfer of knowledge to the workplace environment are essential to human resource development (HRD). The effectiveness of skilled employees can be limited if they are not motivated to perform their jobs.

### Contextual Factors

Table 1

Independent Variables	Dependent Variables	Contextual Factors
Training Needs Assessment <ul style="list-style-type: none"> <li>Analyse and diagnose the person, task and organisation</li> <li>Knowledge, skills and abilities</li> </ul> Training Contents and Delivery Approaches <ul style="list-style-type: none"> <li>Employee’s work commitment                             <ul style="list-style-type: none"> <li>Training Contents</li> <li>Delivery approaches</li> </ul> </li> <li>Training contents (people technical Skills)                             <ul style="list-style-type: none"> <li>Housing</li> </ul> </li> <li>Instructional materials</li> </ul> Training Evaluation <ul style="list-style-type: none"> <li>Training criteria</li> <li>Achievability of objectives</li> <li>Strengths and weaknesses</li> </ul>	Employee Performance <ul style="list-style-type: none"> <li>Employee Satisfaction                             <ul style="list-style-type: none"> <li>Profitability</li> <li>Productivity</li> <li>Service Quality</li> <li>Product Quality</li> </ul> </li> <li>Efficiency &amp; Effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>Organisational Size                             <ul style="list-style-type: none"> <li>Resource base</li> </ul> </li> <li>Employee turnover &amp; commitment                             <ul style="list-style-type: none"> <li>Top management support</li> </ul> </li> </ul>

**Research Design**

This study was guided by descriptive survey design to ascertain the effect of training dimensions and employee performance. The survey design was preferred as it enabled the researcher to generate information directly from the respondents on the training dimensions and employee’s work performance. Descriptive statistics was used to describe the sample, which is a group of individuals. In this case the researcher used variance and standard deviation as a measure of dispersion, while mean, median and mode will be used as measures of central tendency.

**Sample Size and Sampling Procedures**

The simple random sampling was used to select 100 employees so that each and every one in the target population has an equal chance of inclusion from the target populations of 500 employees. The 6 departmental heads were selected using purposive sampling because this technique allows the researcher to use cases that have required information with respect to the objectives of the study.

**Methods of Data Collection and Data Analysis**

The study used the questionnaire for data collection. Then data was then organized under different variables and the frequency established. Percentages and the ratios were calculated to allow for the use of descriptive statistics. The second level of the data analysis involved inferential statistics where Chi Square and Regression Analysis were used to establish the association between study variables at 95% confidence level and also to test hypotheses using SPSS (Statistical Program for Social Sciences).

**Research Discussions**

**Effect of Training Needs Assessment on Employee Performance**

This sub-section deals with training needs assessment variables like guidelines, prevention, effectiveness, validity, clarification, expectation, conditions and standards and how these variables affect employee performance in Karnataka Soaps and Detergents Limited. This was the first objective of this study.

Table 2: Effect of Training Needs Assessment on Employee Performance

Variables	SA	A	N	D	SD
There is a clear view of training objectives in conducting training program	34 36.4%	36 39.5%	9 10.5%	10 11.7%	5 6.3%
Training objectives helps participants to be focused	36 39.4%	55 58.5%	0 0.0%	0 0.0%	3 2.1%
Training objectives is the basis for measuring effectiveness of the training in knowledge, skills and attitudes expected of trainees	34 35.9%	59(48.6%) 48.6%	11(11.7%) 7.7%	11(11.7%) 7.7%	0(0.0%) 0.0%
Validity of training objectives is able to link the training needs and training which is to be delivered	39 41.6%	53 57.0%	0 0.0%	1 1.4%	0 0.0%
Training objectives clarify for trainers and trainees precisely what their goals are in training	46 48.6%	37 38.7%	4 4.2%	6 7.0%	1 1.4%
There is expectation to be achieve at the end of the training	36 38.0%	49 52.8%	2 2.1%	3 2.8%	4 4.2%
The standards must be reached to confirm level of competence	32 33.8%	40 42.3%	9 9.9%	10 10.6%	3 3.5%

N = 94; Strongly Agreed (SA = 5), Agree (A = 4), Not sure (N = 3), Disagree (D = 2), strongly disagree (SD = 1)

From the above table we can analyse that on the question asked if there was a clear view of training objectives in conducting training program, majority of the respondents (75.9%) were supportive, 10.5% of respondents were undecided, 11.7% of respondents disagreed while 6.3% strongly disagreed. In accordance to the question asked whether training objectives helps participants to be focused, 39.4% of respondents strongly agreed, 58.5% of respondents agreed while 2.1% of respondents strongly disagreed. Majority of the respondents (84.5%) were of the views that training objectives was the basis for measuring effectiveness of the training in knowledge, skills and attitudes expected of trainees, 7.7% of respondents were undecided and 7.7% of

respondents disagreed. Most of the respondents (98.6%) indicated that there was validity of training objectives to link the training needs and training delivery and Furthermore, results did illustrate that training objectives clarify for trainers and trainees precisely what their goals were in training (48.6% strongly agreed, 38.7% agreed,. On the question asked whether there was expectation to be achieve at the end of the training, 38% of respondents strongly agreed, 52.8% agreed. Similarly, results did show that the standards must be reached to confirm level of competence among the participants 76.1% of respondents agreed. Therefore, on overall most respondents indicated that training needs assessment was conducted before actual training.

**Table 3:** Effect of Training Needs Assessment on Employee Performance

Model 1	Regression coefficient, b	t-value	p-value/ Sig.
Guideline & employee performance	0.348	4.426	0.00 (s)
Clarity & employee performance	0.216	3.932	0.00 (s)
Effectiveness & employee performance	0.58	0.967	0.01 (s)
Validity & employee performance	0.47	5.126	0.00 (s)
Expectations & employee performance	0.36	4.563	0.00 (s)
Standards & employee performance	0.242	2.680	0.01 (s)
Overall effect	0.369	3.62	<0.05 (s)

N = 94; s-significant with p-value <0.05 with p-value >0.05

From the above table, the results indicated there was a positive and significant effect between training needs assessment and employee performance in Karnataka Soaps and Detergents Limited (b = 0.369, t = 3.62, p<0.05). Therefore, the hypothesis one (Ho1) which states that there is no significant effect of training needs assessment on employee performance in Karnataka Soaps & Detergents Limited was rejected at

p<0.05. Training needs assessment is the important to determine what knowledge, skills and abilities are necessary for employees to commit in organizations and to perform well in their work tasks, with beta coefficient of r = 0.54 (p<0.05). Employees who attend and participate in training, able to know the purpose of the training in order for them to achieve their goals in work tasks.

**Table 4:** Training Contents and Employee Performance

Variables	SA	A	Ns	D	SD
There is provision of a platform to showcase technical skills	37 (39.4%)	42 (45.1%)	5 (4.9%)	7 (7.7%)	3 (2.8%)
There is mentoring another people in organization as role model	23 (24.6%)	63 (66.9%)	0 (0.0%)	3 (3.5%)	5 (4.9%)
Training helps in personal growth	34 (35.9%)	43 (46.5%)	3 (3.5%)	8 (8.5%)	5 (5.6%)
There is updating existing skills and acquiring new technologies	36 (38.7%)	50 (53.5%)	0 (0.0%)	5 (4.9%)	3 (2.8%)
There is utilization of information gathered to support and assist top management	16 (17.6%)	22 (23.2%)	30 (32.4%)	23 (23.9%)	3 (2.8%)
There is assessing of comprehensive new hiring training programmes; and updated organizational procedures and policies	27 (28.9%)	16 (16.9%)	19 (20.4%)	29 (31.0%)	3 (2.8%)
There is planning and goal setting	36 (38.0%)	50 (52.8%)	1 (1.4%)	3 (3.5%)	4 (4.2%)

The results are recorded in Table 4 show that 84.5% of respondents agreed that there was provision of a platform to showcase technical skills. The question on whether there was mentoring another people in organization as role model received varied responses 24.6% of respondents strongly agreed, 66.9% agreed, but majority of responses (91.5%) indicated that there was mentoring taking place in the organisation. Most respondents (82.4%) were of the views that training aids in personal growth of the participants and that there was updating existing skills and acquiring new

technologies (92.2% of respondents were positive). Furthermore, the questions on utilization of information gathered to support and assist top management (40.8% of respondents agreed) and assessing of comprehensive new hiring training programmes; and updated organizational procedures and policies received low scores (45.8% of respondents agreed). Inferential statistics were conducted to ascertain the association between training contents and employee performance. This was achieved by carrying out t-test and simple regression to establish the associations of the

study variables as illustrated in Table 5. Results indicate that training contents has a positive and significant ( $p < 0.05$ ) effect on the employee performance in Karnataka Soaps and

Detergents Limited ( $b = 1.18$ ,  $t$ -value = 4.93,  $p$ -value  $< 0.05$ ). This implies that increase in training contents will increase the level of employees' performance.

**Table 5:** Training Contents and Employee Performance

Model 2	Regression coefficient, b	t-value	p-value/ Sig.
Showcase of technical skills & employee performance	3.519	11.573	0.000
Mentoring & employee performance	0.506	3.943	0.000
Updating existing skills and acquiring new technologies & employee performance	0.427	3.108	0.001
Utilization of information gathered & employee performance	0.275	1.086	0.005
Overall effect	1.18	4.93	$< 0.05$ (s)

N = 94; s-significant with  $p$ -value  $< 0.05$

**Table 6:** Training Evaluation and Employee Performance

Model 3	Regression coefficient, b	t-value	p-value/ Sig.
Content of the training & methods employed & employee performance	0.260	5.109	0.000 (s)
Measure performance of knowledge, skills & attitudes against criteria & employee performance	0.246	3.297	0.001 (s)
Analyse resources acquisition from external environment & employee performance	0.441	5.755	0.000 (s)
A detailed examination of particular training program & employee performance	0.362	5.214	0.000 (s)
Missing link in transfer link chain in training program & employee performance	0.267	3.312	0.001 (s)
Overall effect	0.315	4.54	$< 0.05$ (s)

N = 94; s-significant with  $p$ -value  $\leq 0.05$  and ns-not significant with  $p$ -value  $\geq 0.05$

From Table 6 results indicates that that training evaluation and employee performance were positive and significant ( $b = 0.315$ ,  $t$ -value = 4.54,  $p < 0.05$ ). This shows that evaluation of content of the training and the methods employed, measure performance of knowledge, skills and attitudes against the standard could easily contributed to enhanced employee performance at work depending on the choice of evaluation criteria. The study findings were in agreement with what training evaluation is positively influence employee's performance, because training evaluation has proved that training has actually taught what was intended and improved the training contents for future use, with beta coefficient of  $r = 0.60$  ( $p < 0.05$ ). The effectiveness of training is depending on evaluation of employees by looking at their understanding throughout the training programmes, and their ability to transfer the new skills and knowledge into their work tasks. So, employees who understand the purpose of training and able to transfer new skills and knowledge, then employees are committed and able to perform well in organization. The second hypothesis, Ho2 which states that there is no significant effect of training contents on employee performance in Karnataka Soaps and Detergents Limited was rejected because a positive and significant ( $p < 0.05$ ) relationship was established between training contents and employee performance.

Therefore, the hypothesis, Ho3 which states that there is no significant effect of training evaluation on employee performance in Karnataka Soaps and Detergents Limited was rejected on the ground that a positive and significant association was established at  $p < 0.05$ .

In summary, this study established that training dimensions such as training needs assessment, training contents and training evaluation have positive and significant effect on employees' performance. So, the findings of this study are considered achieved, because all the three objectives of this study were achieved.

### Summary of the Findings

Results indicated there was a positive and significant effect between training needs assessment and employee performance in Karnataka Soaps and Detergents Limited ( $b = 0.369$ ,  $t = 3.62$ ,  $p < 0.05$ ). Therefore, the hypothesis one (Ho1) which states that there is no significant effect of training needs assessment on employee performance in Karnataka Soaps and Detergents Limited was rejected at  $p < 0.05$ . Therefore, on overall most respondents indicated that training needs assessment was conducted before actual training. Results indicate that training contents has a positive and significant ( $p < 0.05$ ) effect on the employee performance in Karnataka Soaps and Detergents Limited ( $b = 1.18$ ,  $t$ -value = 4.93,  $p$ -value  $< 0.05$ ). This implies that increase in training contents will increase the level of employees' performance in Karnataka Soaps and Detergents Limited. From results there was indication that training evaluation and employee performance were positively and significantly associated ( $b = 0.315$ ,  $t$ -value = 4.54,  $p < 0.05$ ). This could be interpreted to mean that evaluation of content of the training and the methods employed, measure performance of knowledge, skills and attitudes against the standard could easily contributed to enhanced employee performance at work depending on the choice of evaluation criteria.

### Recommendations

The following recommendations were made based on the findings and the conclusions of the study:

- Since training has significant influence on employees' performance, it is important to reinforce and apply training as part of organizational agendas in achieving organizational goals through seminars, workshops and conferences to increase employees' knowledge, skills and abilities.
- Training evaluation should be enhanced in terms of content of the training and the methods employed,

measuring performance of knowledge, skills and attitudes against the standard to ensure organisational and employees' goals are achieved.

### **Suggestions for Further Research**

The following suggestions were made after research findings and discussions for they were not adequately underscored:

- i. Training dimensions and employee performance in other Soap Manufacturing Firms.
- ii. Training commitment and employee performance.

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