

THE EFFECT OF TRAINING ON EMPLOYEE PERFORMANCE: THE MEDIATING ROLE OF WORK MOTIVATION

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ABSTRACT

This study is aimed at determining the effect of training on employee performance under the mediating role of work motivation in the banking sector in Ghaziabad. A survey was used in this study for a sample size of 100 and methodology used is quantitative research technique. Self-administered Questionnaires were used in this survey as instrument for data collection. The findings come from both descriptive statistics and inferential statistics using Pearson correlation coefficient and regression analysis. Statistical Package for Social Sciences (SPSS) was used as a tool to analyse the data. The findings revealed that there is a positive relationship between training and employee performance, a positive relationship between training and work motivation and a positive relationship between work motivation and employee performance. In addition, the regression study found that work motivation is an overriding factor in the relationship between training and employee performance. By emphasizing the correlation between training and employee performance, as well as the mediating role of work motivation, this research will also contribute to the current theories used in this study that support the findings of this study. The validity and reliability of this research would help future researchers and practitioners in investigating and explaining employee performance in the banking sector in Ghaziabad.

Keywords: *Pandemic, Training, Work Motivation, Employee Performance.*

Introduction

Training refers to the efforts which a company has planned for their employees to enable them in learning of task- related abilities, skills, knowledge in their behaviour (Noe, 2013). It is a way for building a sense of advancement and development through constant learning of employees and it also work as a factor in influencing employee attitude and motivation (Latif, 2012; Noe, 1986; Schmidt, 2009). Scholars such as Humphrey et al. (2013) argued that the globalization, technological advancement demand organizations to frequently train their employees. Many scholars viewed the concept of training differently, few of them viewed training refers to as a process which provide specific knowledge and skills to employees to prevent them from deviation in their job performance, while others viewed training modify behaviour of employees in such direction that support organization to achieve its objectives (Dabale et al., 2014). In prior research, it has been found that contribution of training is broadly acknowledged to developments in employee and organizational performance. At the organization level, it has been found that relationship between managerial training and organization productivity, is positive (Barrett and O'Connell, 2001; Zwick, 2006). Faems et al. (2005) provide evidence that productivity mediates in the relation between training and performance. Aragon and Valle (2013) they found that organization learning mediates in the relationship between training and performance. And, Ahmad & Amadu (2014) find that the relationship between training effectiveness and performance is mediated by work environment.

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The current study focuses on training as perceived by employees and explains how it influences employees' job performance in banking sector of Ghaziabad. We propose that the link between training and employee performance is mediated by work motivation. This study makes three contributions to the training and HRM literature. First, we explain the impact of training on employee performance. Second, we aim to contribute one explanation of how work motivation transmits the effect of training into employee performance. Third our research provides insights into how training practices affect employee performance in the banking sector in Ghaziabad situation.

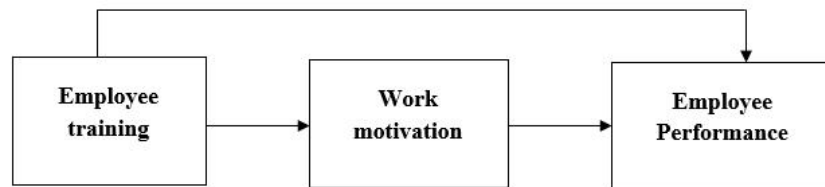


Figure 1. Conceptual framework

Literature Review

Employee Training

Training has been drawn its attention towards great research by many of the great academicians. This has resulted into various training definitions. According to Forgacs (2009) training is a prearranged activity which helps in improving employees' performance by developing specified skills. Armstrong (2006) defined that training is the change in behavior through skills and knowledge, the transfer of information from those that have them to those who do not. Jun et al. (2006) argued that the training provides employees with opportunities to improve their knowledge and skills for development. Therefore, by receiving these training programs, employees can feel confident and have a positive attitude towards their companies (Ocen et al., 2017). Many studies have used different dimensions to measure training; however, this study used work motivation for training (Dias and Silva, 2016). Newman et al.'s (2011) findings shown that view of motivated employees for training is positive which in turn leads to more involvement and more effort in training activities. Research also shows that human resource practices, such as training, require employer support to effectively implement training methods and programs (Dardar et al., 2012).

Work Motivation

Work motivation defines an optimistic, work-related state of mind categorised by vigor, commitment and engagement (Bakker and Schaufeli, 2008). Motivation is a complex processes of goal-oriented thinking and behavior (Shkoler and Kimura, 2020). In the field of work, work motivation is "a set of powerful forces that arise in individuals, and in their surroundings, to initiate work-related behaviors and to regulate their form, direction and intensity" (Pinder, 2008, p. 11). Work motivation results from an interface between individual differences and their societal, cultural and organizational environment (Latham and Pinder, 2005). Furthermore, work-motivation, as a parasol term under Self-Determination Theory (SDT), usually breaks down into two main constructions - internal versus external motivation (Ryan and Deci, 2000a). Motivation at work is theorized to be related to job performance, as it signifies a state of energetic and involved motivation that directs an individual's efforts toward accomplishment of work tasks and activities (Parker and Griffin, 2011).

Employee Performance

Employee performance can be defined as the final outcomes of an organization (Armstrong 2006). It has been said that a number of measures can be taken into account in measuring performance, for example using productivity, efficiency, effectiveness, quality and profitability, Ahuja (1992). An employee's performance is a set of behaviors that a person exhibits in relation to their job or otherwise with the efficiency achieved by the nature of the person's job. It is the effectiveness of his work according to his legal duties and a person's level of effort and success. It can be defined as the person's ability to do their job (DeSimeone & Werner; 2012).

Employee Training and Employee Performance

Due to its positive relevance to employee performance, the concept of training is becoming more popular in personnel affairs. (Kiweewa & Asiimwe, 2014). Training is a planned and organized activity that increases the level of skill and knowledge required to perform this task effectively (Sultana, Irum, Ahmed, & Mehmood, 2012). Bananuka, Mukyala, and Nalukenge (2017), noted in one of the

Accounting Scholars that when employees are not encouraged to work and are not helped to pursue their careers, this is a challenge perceived through internal auditors and this affects their performance. Bananuka et al. (2017) they further state that if internal auditors are not trained, they are considered internal audit challenges and these challenges negatively impact their performance. It can be argued that training will only improve employee performance if properly conducted and through appropriate identification and selection of trainees, timely planning of training and based on identified training gaps (Kasimu et al. 2018).

H₁: Training and employee performance are positively related.

Employee Training and Work Motivation

As said earlier, training is defined as the attainment and improvement of knowledge, skills and attitudes for employees to effectively manage their jobs (Goldstein, 1980; Latham, 1988). In this study, we are interested in employees' perceptions towards training they received in the organization. We argue that training promotes employee encouragement by improving their technical capabilities and increasing motivation to work (Fletcher, 2016). In particular, training can improve the work-related knowledge and skills of employees (Xiaoyu and Stephan, 2019). In response to rapidly changing market situations and new technologies, training is an important way to update employee thinking and skills to solve new job problems with more complex Elnaga and Imran, 2013; Mital et al., 1999). In addition, training can improve employee self-efficiency in their work (Axtell and Parker, 2003; Earley, 1994). In addition, training practice may primarily focus on building the required skills for employees to participate in their work, but may also inform the employee about the organization's commitment and willingness to invest in employees (Wright and Kehoe, 2008). In organizational support, training increases employee satisfaction and commitment, and reduces work-related anxiety, prompting employee motivation to participate in their work (Fletcher et al., 2016; Jiang et al., 2012). Thus, the perception of training is directly related to the level of employee motivation (Salanova et al., 2005; Bakker, 2017).

H₂: There is a positive relationship between training and work motivation.

Training, Work Motivation and Employee Performance

Stoner, Freeman and Gilbert (2007) support that "researchers and managers have believed that organizational goals cannot be achieved without the continued commitment of employees of the organization. "There will be no such improvement in employee performance unless employees being motivated to perform. Training is a great source of motivation. Obviously, when an organization sends an employee for training, that employee is motivated to perform." Advance Team Concepts, a US-based training company, believes that trained employees have a better ability to become empowered and excel, which also motivates them to maintain their sense of belonging and trust and willpower. Regardless of the size of a company, a team of motivated and meticulous employees is crucial for the success of the company. When people lose motivation, their performance also suffers. From previous studies it has always been seen that training has a positive impact in each organization. Employee training courses increase employee motivation, which increases organizational performance. If you think back to Elton Mayo's original Chicago experience from 1927 to 1932, the mere fact that an organization paid attention to people (employees) inspires them to improve their professional performance (Cross Ogohi Daniel, 2018) . Suppose a management trainee has received special skills training that shows that employees are valued in the organization. According to the previous argument, training plays an important role in motivating employees to improve their performance. In addition, employees need to be constantly motivated to ensure that there is no productivity deficit.

H₃: There is a positive relationship between work motivation and employee performance.

H₄: Work motivation mediates the relationship between training and employee performance.

Methodology

The research design adopted for the conduct of this study is cross-sectional correlational survey design. The survey research was used test the hypotheses for this study, and to ascertain whether a possible relationship exists between training, work motivation and employee performance. The methodology used in this study based on quantitative research. The method used in this survey is the questionnaire method as a means of data collection from the respondents. The research design involves a 200 sample of employees whom questionnaires were distributed, who were both bank managers and subordinates. The response rate for the main survey was 75 per cent. In this paper, we present results derived from a sample of 150 usable questionnaires. A five-point Likert- scale was employed. The response categories ranged from "1-strongly disagree" to "5-strongly agree" for all the variables. The training is the independent variables, the work motivation is the mediating variable, while employee performance is the dependent.

Measures

Training undertaken by employees was measured by using items developed by Bulut and Culha (2010) and Sun et al. (2007). Work motivation is measured in terms of training using items developed by William (2010) and Schaufeli et al. (2006). Employee Performance is measured with items adapted from Linda et al. (2013).

Validity and Reliability

A pre-test of the research instrument was done to ensure validity by giving to (10) experts for their expert opinions on the relevancy of the questions using five-point likert scale of relevant or irrelevant. Irrelevant items that were found were eliminated and items found relevant were left to be used. For reliability, only items that constituted a Cronbach's alpha value of 0.7 and above were retained (Table 1).

Table 1: Reliability of instrument

Variables	No. of items	Cronbach's alpha results
Employee Training	10	0.906
Work Motivation	10	0.913
Employee Performance	10	0.897

Source: Primary data

Data Analysis

Statistical package for social scientists (SPSS) version 19 was used for analysis. Analysis of output included descriptive statistics, correlation analysis, standard regression analysis and Med Graph program was also used to determine the mediating role played by work motivation in the relationship between training and employee performance.

Research Findings

Descriptive Statistics

Of the 150 respondents, In terms of gender, 57 per cent are male and 43 per cent are female. The age categories ranged between 20 and 30 years (46.7 per cent), 31 and 40 years (38.7 per cent), 41 and 50 years (10 per cent) and 51 and above years (4.6 percent). In terms of qualifications, 6.7 per cent had a diploma; 26.7 per cent had a graduation, 60 per cent had a master's degree, while 6.7 per cent had other qualifications. In terms of tenure, 43.3 per cent had spent less than five years in their current organization, while 36.7 per cent had spent between 5 and 10 years, 16.7 per cent had spent between 10 and 15 years and only 3.3 per cent had spent 15 years and above.

(From Table 2) H1 sought to establish whether training and employee performance are positively related. The results established that a positive relationship between training and employee performance exists ($r = 0.751^{**}$, $p < 0.01$); thus, H1 was accepted. This result is consistent with the works of Ahmad et al. (2014) who found that training adopted by organizations has become increasingly important to performance, competitiveness, and advancement of employees. The result is further supported by study of Xiaoyuet al. (2019) on the relationship between training and task performance in Chinese manufacturing firms. He found that training of employees and performance correlate positively. This means that when banks organize training courses, employee morale rises and makes them feel like they are a good fit in their work, and they realize the meaning and attachment to their banks.

H2 sought to establish whether a positive relationship exists between training and work motivation; the result found that a positive relationship between training and work motivation do exists ($r = 0.771^{**}$, $p < 0.01$); hence, lending support for H2. This result affirms the works of Sharma et al. (2014). They found that training of employees enhances work motivation to perform better on job, increases their desire to learn, encourage employees to learn and generate knowledge, helps employees challenge themselves, gain recognition, solve-problems by making decisions, stimulates enthusiasm and increases workplace skills. Work motivation results in job satisfaction, increased level of performance, increase productivity and successful business. This result further affirms the findings of Ozkeser(2019) who found that employee training has positive significant relationship with motivation. This implies that staff training generates a sense of achievement and motivation among employees.

H3 sought to establish whether a positive relationship between work motivation and employee performance exists. The results indicate that there is a positive relationship between work motivation and employee performance ($r = 0.704^{**}$, $p < 0.01$); hence, H3 was supported. The result is supported by Grace et al. (2020) study on the relationship between work motivation and employee performance in 4-star hotels in Mangolia. Their results indicated that motivation is a fundamental business strategic priority

and work motivators influence upon employee performance. This implies that if employees are happy with working environment, they develop a feeling of motivation that they are a good match for their jobs, which enhances work motivation and performance.

Table 2: Correlation Results

		ET	WM	EP
ET	Pearson Correlation	1	.771**	.751**
	Sig. (2-tailed)		.000	.000
	N	150	150	150
WM	Pearson Correlation	.771**	1	.704**
	Sig. (2-tailed)	.000		.000
	N	150	150	150
EP	Pearson Correlation	.751**	.704**	1
	Sig. (2-tailed)	.000	.000	
	N	150	150	150

** . Correlation is significant at the 0.01 level (2-tailed).
Source: Primary Data

(From Table 3)The regression results below further provides strong support to our hypotheses. The results in Table 3 shows that the predictor variables explain at least 59.6per cent variance in employee performance (adjusted R2 = 0.596). This implies that improvement in predictor variables, training and work motivation leads to 59.6 percent general improvement in employee performance in the banking sector in Ghaziabad. This means that banks should not disregard training and work motivation; they should consider training and work motivation among other strategies as means of enhancing employee performance in the banking sector in Ghaziabad.

Table 3: Regression Results

Model Summary										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.776 ^a	.602	.596	.41218	.602	111.046	2	147	.000	

a. Predictors: (Constant), WM, ET

Coefficients ^a											
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations		
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part
		1	(Constant)	1.017			.217		4.680	.000	.588
	ET	.470	.075	.513	6.276	.000	.322	.619	.751	.460	.327
	WM	.294	.078	.308	3.768	.000	.140	.448	.704	.297	.196

a. Dependent Variable: EP

Med Graph results

The researchers used Med Graph (2013) program to investigate H4; that is to compute the mediation effect of work motivation in the association between training and employee performance (Figure 2) (Table 4).H4 sought to establish whether work motivation mediates the relationship between training and employee performance. As the Sobel z-value is larger than a p-value less than 0.001 (Sobelz-value: 3.652935, Sig: p < 0.001), the study concludes that a mediation effect exists, (hence lending support for H4. This result shows that the association between training(predictor variable) and employee performance(criterion variable) has been decreased from0.751*** to 0. 513*** by inclusion of work motivation(mediating variable) in the model, thus leading to a partial type of mediation. The ratio index of 0. 513/0.751* 100 = 68.3 percent implies that the direct effect of training on employee performance is 68 per cent (i.e. 0.513),and 31.7 per cent (i.e. 0.237) is the indirect effect by inclusion of work motivation in the relationship between training and employee performance in the banking sector in Ghaziabad.

Table 4: Significant of Mediation		
Sobel z-value	3.652935	p = 0.000259
95% Symmetrical Confidence Interval		
Lower	.10096	
Higher	.33475	
Unstandardized indirect effect		
a*b	.21785	
Se	.05964	
Effect size Measures		
Standardized Coefficients		
Total:	.751	
Direct:	.513	
Indirect:	.237	
Indirect to Total Ratio:	.316	

Source: Primary Data

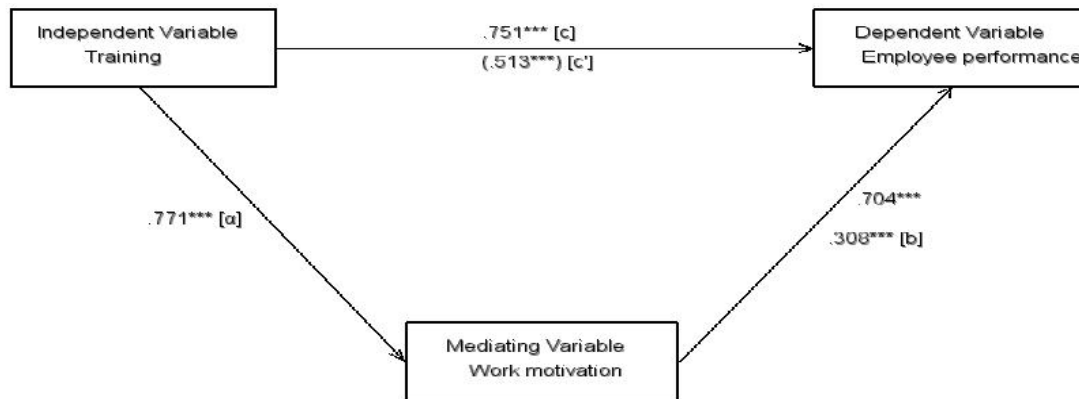


Figure 2. Med Graph path demonstrating the mediation effect of work motivation in association between training and employee performance.

Discussion

The purpose of this study was to investigate the effect of training on employee performance in the context of banking sector. This includes a focus on variables that show a link between training and employee performance. With respect to these findings, it can be said that training enhance employee performance by encouraging employees' work motivation. This study finds that if employees are trained and update with the skills, knowledge and behavioral competencies that create a sense of belonging, trust and willpower to perform better. This finding supports the works of the result of this study also provides strong empirical support for our hypothesis that training increases employee work motivation. This result demonstrates that if organizations conduct trainings, it creates a positive variation in employee work motivation. It has found (Sharma et al. 2014), trained employees, who feel challenged, have an opportunity to fulfill their goals and will exhibit highly motivated on their job. Desire to learn is a motivational key that motivates employees to perform better on job. The study found that if employees are trained, their level of work motivation improves. We therefore confidently state that training is relevant in creating positive variations in work motivation, and for this reason, organizations should rely on it as a tool to be used for boosting employee work motivation. This means that if employees attain the required trainings, they develop a sense of belongingness for their jobs and feel that they are a good match for their jobs. This finding therefore provides significant suggestion for policymakers to continuously focus on training especially for new employees to enhance their skills, abilities, knowledge and understanding on how to do the required work efficiently. This study therefore provides an explanation with empirical evidence by demonstrating that, in the banking sector in Ghaziabad region, training directly related to employee performance, and work motivation partially transmits the positive effects of training to employee performance. This study also builds a model to help researchers and practitioners in the field of HRM to move beyond the existing frameworks in attempting to investigate and explain employee performance in the banking sector in Ghaziabad context.

Implications

The findings offer an additional theoretical point for exploring and improving employee performance from the perspective of training and work motivation. The finding therefore lays stress on and enriches employee performance studies by confirming that training is a key exponent of performance. It further provides weight to the exchange theory, which suggests that employees give in return the goodwill by performing well if a practice such as training is provided by employers. This finding also enriches performance theory by confirming that work motivation partially mediates the relationship between training and employee performance in the banking sector. Hence, the results of this study provide strong empirical support for our hypotheses that staff training and the changes in work motivation have an effect on variations in employee performance. Management is therefore informed to unfailingly use this result to make favorable decisions regarding training of their employees, as training has a direct and indirect positive impact in enhancing employee performance.

Conclusion

We conclude that, these results have outstanding implications. For managers, the results call for action, and this research shows that employee training in the banking sector is important because it gives employees the opportunity to acquire and update their skills, which they need to stick to their job. Something needs to be done about this, and as a result, we see that if the training is implemented and followed, an efficient workforce is the outcome. Therefore, policies regarding staff training should be made without hesitation. The finding further concludes that work motivation partially mediates the relationship between training and employee performance in banking sector in Ghaziabad. The partial mediation implies that training practices improve work motivation, which consequently boosts employee performance in the banking sector in Ghaziabad. Generally, these results are important because they provide evidence of the total illustrative control of employee training and work motivation on the criterion variable.

Limitations and Future Research

The conclusion of this study that show positive relationship between variables studied in this study but then also it is subjected to some limitations on the study area i.e., the banking sector perhaps the performance issues may be different in other sectors. Second, the research design is cross-sectional, which means this study may not show causal connections between variables of interest. Third, the study does not specify whether Ghaziabad banking workers will be committed to the years to come. Future research is needed to cross-validate the mediation effect of work motivation in the relationship between training and employee performance under different settings. Future researchers will also need to revisit the above relationships between the concepts discussed in this study, but in different areas. From a methodological point of view, the same hypothesis can be used in future employee performance surveys, but the survey is conducted longitudinally rather than cross-sectional. While the constructs used to measure training, work motivation and employee performance have been precisely identified through relevant literature and validated by practitioners, the dimensions used may not fully capture all dimensions of each variable. Therefore, other constructs may be introduced in future studies to measure the same variables.

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