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IMPACT OF TRAINING AND DEVELOPMENT ON OPERATIONAL LEVEL EMPLOYEES OF A SELECTED LEADING GOVERNMENT BODY IN SRI LANKA

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ABSTRACT

Training and development are significant practices under human resource management in any organization. It reflects that there is an impact of training and development that has dimensions of training needs identification, practicability, and availability, evaluation of employee performance, which has results, traits, and behavior as dimensions. This study was conducted on operational level employees in a leading government body in Sri Lanka to test whether there is an impact of training and development on employee performance. There are three main objectives that are expected to be achieved through the results of the study. This is a qualitative study and the main objective is to investigate the impact of training and development on operational level employee performance in the selected organization. There are more than 1000 operational level employees in the population and a convenient sampling technique was hired for the study. Data was collected via distributing a standard questionnaire among 100 operational-level employees. Collected data were analyzed by using SPSS version 23. The researchers found that there was a moderately positive impact of training and development on the operational level employees' job performance in the selected organization.

Key Words: Training and Development, Employee Job Performance

INTRODUCTION

Human beings are the most important resource in the world. There is some development in the intelligence of humans from the ancient era to the present. Since there are unique characteristics of humans, such as responsibility, the ability to think, creativity, etc. Therefore, there is a tendency to measure the development of human beings through social sciences. On the other hand, today's economy is being converted globally and sustainably. Hence, organizations struggle to hire a competent, skilled, and knowledgeable workforce to sustain and grow the organization in the global economy (Aguinis and Kraiger, 2009). The success of organizations is heavily dependent on their knowledgeable, skilled, and experienced workforce. Hence, employees are the bloodstream of any business (Elnaga and Imran, 2013). The most valuable assets are motivated, influenced, and controlled by the human resource development directorate of the organization. Thus, human resource development is also one of the most significant parts of management. Because human resource development directly involves training of the most important assets towards the success of the organization. Different tactics are used by different organizations to attract, develop, and retain the most qualified people. Training and development can be defined

as a method for attracting and retaining people as well as achieving company goals, objectives, and vision by improving employee performance. Although training and development have two distinct meanings, they can be used interchangeably when addressing employee development in the workplace. According to Kumar and Siddika (2017), a training program serves as a vehicle for improving employee abilities and enabling them to perform better in their jobs. The group strives to fulfill its objectives.

Performance management is another specific function of human resource management. It measures employees' whether their performance aligns with organizational goals and objectives. To sustain and compete in the dynamic business world, it is important to enhance the performance of employees to achieve organizational goals through training and development (Wulnye et al., 2018). Employee performance is a significant factor in achieving organizational goals and objectives, and it directly impacts whole organizational performance. Efficient employee performance is necessary to improve the organization and compete with other organizations in the market. To build a strong workforce within the organization, training and development are used as a function of human resource management. There are many research studies regarding the relationship between training and development and employee job performance. This study is focused on finding out whether there is an impact of training and development on operational level employees' performance of a selected leading government body in Sri Lanka.

Problem background

According to Elnaga and Imran (2013), training is critical in developing new employees' attitudes and abilities, as well as improving current employees'

performance. Effectiveness is one of an organization's goals, and it can be improved by enhancing staff attitudes and competencies. Hafeez and Akbar (2015) conducted a study employing Karachchi enterprises in Pakistan to discover the favorable influence of training on employee performance in the pharmaceutical industry. They revealed that the pharmaceutical sector is undergoing dynamic changes and challenges, which is why companies that provide training to their employees can improve their performance. According to Cickusic and Bayraktaroglu (2014), in Bosnia and Herzegovina, a high and positive percentage of questioned employees believe that training programs have an impact on employee performance. According to Kadiresan et al. (2015), firms can apply HR practices by giving training courses and other career development programs to employees in order to improve their skills and abilities.

Training is an effective management tool for enhancing employee job performance (Kumar and Siddika, 2015). The selected organization is investing in training and development with the purpose of enhancing employees' job performance to achieve organizational goals and objectives. It is concluded that the selected government organization gives more priority to the training and development of their employees.

There are few factors that affecting low employee performance (Nayab, 2013).

- Lack of resources
- Collaboration problems and not giving permission to accomplish works
- Lack of skills and training
- Miscommunications
- Fewer recognitions
- Personality clashes
- Poor performance management

Having properly defined training objectives and having in place a proper way of identifying training needs

determines much of employees' job performance in the long run (Amos and Natamba, 2015).

Problem of the study

As per the problem background of the study, training and development and employee job performance are very crucial functions of human resource management.

Further, there is a strong impact of training and development on employees' job performance in the organizational context. Moreover, there is a huge investment in training and development to achieve organizational goals and objectives through enhancing employee job performance. The theoretical and empirical evidence indicates that training and development have an impact on employee job performance in different industries.

The research problem is to investigate the impact of training and development on the operational level of employee job performance in a selected leading government body in Sri Lanka.

Research questions can elaborate on the research problem and justify research further to achieve the purpose of this study.

How training programs affect employees' performance.

Objectives of the study

This study investigates the following objectives:

To investigate the meaning and importance of training.

To identify the factors affecting employee performance.

To identify the significance of employee performance.

To explore the relationship between Training and employees' performance.

To examine the impact of training programs on the job performance of operational level employees in the selected organization.

Significance of the study

The majority of development-focused organizations compete with both local and international groups. From day to day, the local and worldwide economies are continuously changing. As a result, businesses strive to become industry leaders. Many firms use this method to convert traditional settings into learning environments. They provide learning opportunities for staff. It has a favorable impact on organizational performance both directly and indirectly.

Previous studies of many scholars have derived more wide areas of training and development. Many researchers have found out there is a positive relationship between traditional training and development on employees' performance. In Sri Lankan studies, there are little empirical researches about the training and development of employees in the government sector. But they are mostly focused only on traditional methods of training and development.

Human resources are the most important assets of the organization. To achieve organizational goals and objectives, organizations should develop human capital. Training and development is one of the strategies or methods for developing and improving the skills, knowledge, and competencies of employees. Because of globalization, organizations should go beyond traditional methods to compete with international organizations. Therefore, it should provide the most responsive service. Hence, it must train and develop its employees. Also, it invests heavily in training and development, and there is a question about whether there is a significant impact of training and development on employee performance. Through this research, we expect extensive study on understanding the impact of training and development on operational level employees' performance in the selected organization. We believe

that it is very important to explore this subject because there is less research in this industry.

LITERATURE REVIEW

Training and Development

Definition of Training and Development

Employee training and development is defined as a systematic method of developing employee behavior, skills, and attitudes in order to improve employee job performance and then the overall performance of the organization (Opatha, 2009). Training and development are more than a job function; it's a method. There are three key areas where training and development are aimed at enhancing performance. Employee conduct, skills, and attitudes are the three factors. Training and development is a method of equipping employees with the skills, attitudes, and behaviors needed to execute their jobs in order to meet the organization's vision, mission, and goals through enhancing employee competencies and capabilities (Wulney et al., 2007). Training and development, according to this definition, is concerned with improving employee behavior, abilities, and attitudes. It also shows that the organization's ultimate purpose is to fulfill its vision, mission, and goals by growing, encouraging and strengthening staff capabilities and performance. When derived independently, training and development have two components, yet both notions have been examined jointly in this work. A mix of training and development, on the other hand, is a continual process that improves employee awareness and keeps them up to date with fresh information at all times (Kadirasen et al., 2017).

Significance of training and development

Most organizations have recognized that their most precious asset is employees who bring long-term benefits and interest for the large investments from employee training and development (Kumar and Siddika, 2017). It is not just an expenditure; it is an investment. Training fills the gap between the actual performance and the expected performance of the organization (Vasanthi and Kumar, 2018). It is impossible to perfectly match both performances of expected and real. There are differences between performances that employee already has and expected from the organization. Training and development have become a critical human resource practice and very important for an organization to coping all challenges and sustain itself in the dynamic business world (Khan et al., 2011). It can be a reason why training and development use as a strategy to get the maximum level of employee performance as well as organizational performance.

Hence, organizations put necessary effort to deliver training and development, as a purpose of improving quality or employees' performance and to compete with the challenges of global competition and social changes (Salah, 2016). Training and development have been contributed to achieving organizational goals, objectives and targets and it is helped to achieve the individual goals and objectives of the employee (Darshan, 2018). It implies the significance of training and development aspects of organizational as well as employee perspective. In the current world, training and development is the basic requirement to all the companies to allow employees to training programs that align with the job that they really involve and enhance better performances while a guide to motivation, career path and other soft skills through minimizing mistakes and faults (Bayraktaroglu and Cickusic, 2014).

Training has become an essential requirement for any organization that wishes to share knowledge with its employees at all levels. Most organizations currently convert to learning organizations. Hence, training can be identified as a basic requirement for organizations. Training is an important human resource management practice in any organization to educate or share knowledge to the employees about their tasks, duties and responsibilities in which they are involved (Anitha and Kumar, 2016). As that illustration, training focuses on the present works of the employees. Hence, it educates things, factors, or concepts that they are really involving.

Training is the process by which people learn knowledge and skills for a definite purpose (Opatha, 2009). Training is a continuous process that should go through for the most successful training program. Training is a systematic development of knowledge, skills and attitudes required by employees to perform adequately on a given task or job (Kumar and Siddika, 2017). The author stated that training is not just an automatically generating concept. It is a system. Training is a well-organized method that provides enhances job performance and development and quality and new and existing employees (Nda and Fard, 2013). Training is teaching or developing in oneself or others, any skills and knowledge that relate to specific useful competencies (Singh and Jain, 2017).

Employee job performance

Definition of employee job performance

There are definitions regarding employee performance by various contributors who strengthen the literature, but there is no universally accepted definition. Employee performance is a measurement of employees' productivity, quality of works by the employers (Truitt, 2011). Employee performance can be

measured from productivity, efficiency and quality of products. Employee performance can be defined as the level of satisfaction in workers and it is a management tool for measure and motivate employees for performing well (Elnaga and Imran, 2013). This explanation reflects that employee performance depends on the satisfaction of workers. Further, employee performance is a tool to measure the employee satisfaction of employees. Performance is the achievement of the task, duties, and responsibilities which is measured against the criteria that are set such as accuracy, effectiveness. Traits behaviors and results are the criteria that can be used (Opatha, 2009).

Employee performance can be reflected as human resource practices in productivity, effectiveness and overall performance by well-trained employees (Nassazi, 2013). This explanation also shows employee performance determine by productivity, effectiveness. According to Anitha & Kumar (2016) employee performance refers to the ability of employees to do a job at a maximum level that employees can do to bring the output (Anitha and Kumar, 2016). Employee performance is what they are actually done using their maximum effort and ability.

Factors affecting job performance

Working environment, motivation, management communication, organizational culture, working conditions are some of the factors that are affecting employee job performances (Jagero et al., 2012). In addition to that, employee loyalty, satisfaction and involvement are some factors affecting employee job performance. Training and development are the most influencing factor on employee performance. There are some other factors affecting employee job performance as follows.

- Communication flow

Communication flow is giving information that goes through from top-level to bottom level of employees is a very important factor that affects employee job performance (Jagero et al., 2012). Communication flow should be clear and without any disturbance. Unless it can be a different message go from top to bottom and act wrong performance accordingly. Hence, communication flow is a factor that affects employee performance.

- Culture of the organization

According to Jagero et al. (2012) reflect there is a culture that all organizations that have unique components. Also, his findings have justified it is a factor that affecting to job performance. Organizational culture includes that the way of employee behaving, dress code, greetings, and all the unique things belong to the organization. If culture is easy to adaptability, the employee can be performed well as well as a culture should match with all the employees in the organization. According to Saeed et al. (2013), organizational culture builds the employee's perspective on performance and attitudes. Culture also impacts employee job performance (Diamantidis and Chatzoglou, 2019).

- Working conditions

Working conditions mean the environment of the workstation. It consists of proper lightning, less noise level, and adequate temperature. When working conditions with the proper level there is a low accident level. Therefore, working conditions are affecting employee performance to some extent (Nassazi, 2013). If working conditions are properly handling, it is easy to perform well in the organization. It impacts employee performance. The working environment is

the main part of job performance (Saeed et al., 2013).

- Reward system

This can be recognized as the basic factor that employee attraction and retention to the organization. This includes both financial and non-financial rewards. As examples; incentives, good salary increments, promotions, transportations, and other welfare systems (Nassazi, 2013). Employees demand their service labor for the reward system, and it is a very critical factor that affects employee performance. When the reward system is fewer employees' performance will reduce and go for another organization. There is some employees' work focus on the reward that they are granted rather than other factors. And, there are findings that prove that the reward system is vital for performance (Saeed et al., 2013).

- A healthy relationship between management and union

When having healthy union and management relations, it causes to benefits the employees' well-being. When there are fewer disputes, there is less reduction of employee performance and vice-versa. Management and union can manage relationships through discussions, collective agreements (Nassazi, 2013). Hence, a healthy relationship between management and union is a factor that affecting employee performance. There is a special role in managers' attitudes toward the subordinates. When there is healthy relation or attention on employees, they increased their performance (Saeed et al., 2013).

The impact of training and development on employee job performance

Training is a strategy that can be used to enhance employee performance in different areas because it impacts

organizational success (Hafeez and Akbar, 2015). Training is an important and imperative tool for the organization to hold up the performance of all the employees for organizational growth and success (Kumar and Siddika, 2017). Training is the only way of identifying the real need of employees and then building their required competence level to perform well to achieve organizational goals (Vasanthi and Kumar, 2018). Training and development programs are undertaken to make the employee's capabilities to perform the assigned tasks efficiently and effectively and thus, employees' attitudes on more involved towards their jobs (Kadirasen et al, 2017).

Training and development can be identifying as a significant process, which assists to improve the employee job performance but, it is not just an immediate response, it spends a long-term impact on employee job performance (Kum et al., 2014). Employee performance depends on various factors. But the most important factor of employee performance is training. Training is important to enhance the capabilities of employees. The employees who have more on-the-job experience have better performance because there is an increase in both skills and competencies because of more job experience (Singh and Jain, 2017).

Amos and Natamba (2015) address the impact of training and development on employee job performance in the banking sector in Uganda. These results indicate that training and development significantly impact employee job performance. Elnaga and Imran (2013) address the effect of training on employee performance. Their results indicate training impacts employee performance positively. Kum et al. (2014) discourses the impact of training and development on employee performance in ESCON consulting in Singapore. They have found there is a positive and significant impact of

training and development on employee job performance.

Kumar and Siddika (2017) disclosure benefits of raining and development on employee performance of banking sector in Bangladesh. Their result was that there are lots of benefits from training and development to employee performance. Hence, it implies that there are positive impacts of training and development on employee performance. Jagero et al. (2017) reflect the relationship between on-the-job training on employee performance in courier companies in Tanzania. They were found that there is a relationship between the above two factors as well as there is a significant impact of training and development on employee job performance. In addition to that, Shafiq and Hamza (2017) address the effect of training and development on employee job performance in private sector companies in Malaysia. Their findings show there is a significant impact of training and development on employee job performance as well as they highlighted that there are benefits for the individual's personal lives through training and development. Furthermore, most of the authors found that there is a positive impact of training and development on employee performance.

RESEARCH METHODS

Types of the study

The objective of this research is to investigate the impact of training and development on operational-level employee job performance of a leading government body in Sri Lanka. There are two variables; training and development and employee job performance. Also, these variables have been identified and can be defined. This research explores the impact of the independent variable on the dependent variable. There are research questions, hypotheses and conclusions. Hence, it can be identified as an

experimental investigation as the type of study.

Research Method

This section is discussed population, sampling, data collection, validity and reliability of the instrumentation, method of measurement, method of measuring both variables (training and development and employee job performance).

Population and Sampling

This study was used for operational-level employees in the selected organization. There are more than 1000 operational level employees in the organization and it is the population in this research. Among the population, it drew a sample of 100 operational-level employees by using a convenient sampling technique.

Data Collection

The primary data and secondary data were collected for this study. A standard questionnaire was distributed to collect primary data and secondary data was collected through past records and other sources. The questionnaire was designed

as it could measure the following variables in this research.

Part 1: Demographic characteristics of the respondent

Part 2: Training and Development

Hypothesis

According to literature, training and development impact employees' performance in different sectors from national and international contexts. In this research, training and development is the independent variable and the dependent variable is employee job performance. Hypotheses are used to measure whether there is a true or false study. Through this study, it attempts to test the impact of training and development practice on the operational level employee in the selected leading government body in Sri Lanka.

H1: There is an impact of training and development on operational level employees' job performance in the selected government organization.

H0: There is no impact of training and development on operational level employees' job performance in the selected government organization.

DATA ANALYSIS

Reliability of the instruments

Table 4.1: Reliability Analysis Table

No	Instrument	Cronbach's Alpha	No of Items
1	Training and development	0.926	12
1.1	Training Need Identification	0.766	3
1.2	Training Practicable	0.725	3
1.3	Training Availability	0.712	3
1.4	Training Evaluation	0.789	3
2	Employee Job Performance	0.904	16
2.1	Results	0.877	6
2.2	Traits	0.832	5
2.3	Behavior	0.791	5

Demographic profiles of the respondents

Table 4.2: Demographic profiles of the respondents

S/no	Attributes	Sub attributes	No	%	S/no	Attributes	Sub attributes	No	%
1	Gender	Male	72	72%	3	Work years	<5	28	28%
		Female	28	28%			6-10	19	19%
2	Education level	Degree	34	34%			11-15	36	36%
		Diploma	26	26%			>15	17	17%
		A/L	37	37%					
		O/L	3	3%					

The questionnaire was distributed to a convenience sample of 100 operational-level employees in the selected organization. According to results from collected data, the majority denoted by male (72%) and female respondents was 28%. Based on qualifications in the operational level employee's category in Sri Lanka the selected organization, 26 % of respondents have a diploma and 37% of respondents have advanced level as education qualification and the majority of

respondents were between 11 - 15 years of working years at the relevant organization.

Regression Analysis

Regression analysis was made for identifying the impact of employee training on operational level employee job performance in the selected government organization, Sri Lanka.

Regression Analysis between Training needs identification and Job Performance

Table 4.3: Regression Analysis between Training needs identification and Job Performance (Model Summary)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.176 ^a	.031	.021	1.299

a. Predictors: (Constant), Training_Need_Identification

As showcased in Table 4.3, the R square is 0.031. It indicated that the impact of training need identification has explained a 3.1 % variance of job performance.

Table 4.4: Regression Analysis between Training needs identification and Job Performance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.270	1	5.270	3.121	0.049 ^b
	Residual	165.480	98	1.689		
	Total	170.750	99			

a. Dependent Variable: Employee_Job_Performance

b. Predictors: (Constant), Training_Need_Identification

As indicated in table 4.4, there is a positive significant impact of training need identification on operational level employee job performance is 0.049 (less than 0.05) in the organization.

Table 4.5: Regression Analysis between Training needs identification and Job Performance (Coefficient)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.922	1.380		3.112	.036
	Training_Need_Identification	.689	.390	.176	2.767	.049

a. Dependent Variable: Employee_Job_Performance

According to table 4.5, the regression equation of training needs identification of operational level employees in the relevant organization is:

Job Performance = 0.922 + 0.689 (Training need identification of the respondents) The b value of the equation, the gradient of the regression is 0.689, which is the significant positive impact of training and development on employee performance at 5% (Significant = 0.049). at 95% of confidence level. It indicates that when training needs identification of the respondents will increase by one unit, job performance will increase by 0.689.

4.3.2. Regression analysis between training practicability and job performance

Table 4.6: Regression Analysis between practicability and job performance (Model summary)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.169 ^a	.028	.019	1.301

Predictors: (Constant), Practicability

As shown in Table 4.6, the R square is 0.028. It indicates that the impact of training practicability has explained a 2.8 % variance in job performance.

Table 4.7: Regression analysis between practicability and job performance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.859	1	4.859	2.870	.043 ^b
	Residual	165.891	98	1.693		
	Total	170.750	99			

a. Dependent Variable: Employee_Job_Performance

b. Predictors: (Constant), Practicability

As indicated in table 4.7 significance of training practicability on employee job performance is 0.043 (less than 0.05) which indicates the impact of training practicability on operational level employee job performance in the relevant organization.

Table 4.8: Regression analysis between practicability and job performance (Coefficient)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.156	.716		3.010	.003
	Practicability	.408	.241	.169	2.694	.043

a. Dependent Variable: Employee_Job_Performance

According to table 4.8, the regression equation of training practicability of operational level employees in the relevant organization is:

Job Performance = 2.156+ 0.408 (Training practicability of the respondents) The b value of the equation,

the gradient of the regression is 0.408, which is significant 5% (Significant = 0.043). It indicates when the practicability of training and development of the respondents will increase by one unit, job performance will increase by 0. 408.

4.3.3. Regression analysis between training availability and job performance

Table 4.9: Regression analysis between training availability and job performance (Model summary)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.211 ^a	.045	.035	1.290

a. Predictors: (Constant), Availability

As showcased in Table 4.9, R square is 0.045. It indicated that the impact of training availability has explained a 4 % variance in job performance.

Table 4.10: Regression analysis between training availability and job performance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.616	1	7.616	4.575	.035 ^b
	Residual	163.134	98	1.665		
	Total	170.750	99			

a. Dependent Variable: Employee_Job_Performance

b. Predictors: (Constant), Availability

As indicated in table 4.10, there is a significant impact of training availability on operational level employee job performance and it has a value of is 0.035 (less than 0.05).

Table 4. 11: Regression analysis between training availability and job performance (Coefficient)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.160	.571		3.781	.000
	Availability	.408	.191	.211	2.139	.035

a. Dependent Variable: Employee_Job_Performance

According to table 4.11, the regression equation of training availability of operational level employees the relevant organization is:

$$\text{Job Performance} = 2.160 + 0.408 \text{ (Training availability of the respondents)}$$

The b value of the equation, the gradient of the regression is 0.408, which is significant at 5% (Significant = 0.035). It indicates when the training and development of the respondents will increase by one unit, job performance will increase by 0. 408.

4.3.4 Regression analysis of training evaluation and job performance

Table 4.12: Regression Analysis of Training evaluation and Job Performance (Model summary)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.119 ^a	.014	.004	1.311

a. Predictors: (Constant), Evaluation

As shown in Table 4.12, R square is 0.014. It indicates that the impact of training evaluation has explained a 1.4 % variance of job performance.

Table 4. 13: Regression Analysis of Training evaluation and Job Performance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.434	1	2.434	2.417	.037 ^b
	Residual	168.316	98	1.718		
	Total	170.750	99			

a. Dependent Variable: Employee_Job_Performance

b. Predictors: (Constant), Evaluation

As indicated in table 4.13, there is a significant impact of training evaluation on operational level employee job performance and it has a value of 0.037 (less than 0.05).

Table 4. 14: Regression analysis between training evaluation and job performance (Coefficient)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.499	.727		3.438	.001
	Evaluation	.292	.245	.119	2.490	.037

a. Dependent Variable: Employee_Job_Performance

According to table 4.14, the regression equation of training evaluation of operational level employees in the relevant organization is:

Job Performance = 2.499 + 0.292 (Training evaluation of the respondents)

The b value of the equation, the gradient of the regression is 0.292, which is a significant at 5% (Significant = 0.037). It indicates when training evaluation of the respondents will increase by one unit, job performance will increase by 0. 292.

4.3.5. Regression analysis between training and development and Job Performance

Table 4. 15: Regression between analysis of training and development and Job Performance (Model Summary)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.204 ^a	.041	.032	1.292

a. Predictors: (Constant), Training_and_Development

As showcased in Table 4.15, the R square is 0.041. It indicated that the impact of training and development has explained a 4.1 % variance in job performance.

Table 4. 16: Regression analysis between training and development and job performance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.085	1	7.085	4.243	.042 ^b
	Residual	163.665	98	1.670		
	Total	170.750	99			

a. Dependent Variable: Employee_Job_Performance

b. Predictors: (Constant), Training_and_Development

As indicated in table 4.16, there is a significant impact of training and development on operational level

employee job performance and it has a value of 0.042 (less than 0.05) in the relevant organization.

Table 4. 17: Regression analysis between training and development and Job Performance (Coefficients)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.563	.403		6.352	.000
	Training_and_Development	.242	.118	.204	2.060	.042

a. Dependent Variable: Employee_Job_Performance

According to table 4.17, the regression equation of training and development of operational level employees in the relevant organization is:

Job Performance = 2.563 + 0.242 (Training and development of the respondents) The B value of the equation, the gradient of the regression is 0.242, which is the significant impact of training and development at 5% (Significant = 0.042). It indicates when the training and development of the respondents will increase by one unit, job performance will increase by 0. 242.

Hypothesis Testing

The hypothesis testing was carried using the results of the Regression analysis.

The Main hypothesis (H1) was:

H1: There is an impact of training and development on operational level employees' job performance in the selected government organization.

The null hypothesis (Ho) was formulated as:

H0: There is no impact of training and development on operational level employees' job performance in the selected government organization.

According to the table 4.27 model summary the value of R square 0.041, depicts that the 4.1% of training and development is explained through the variation in employee job performance. As the table 4.28 of ANOVA, a significant level is 0.042 which means that training and development have impacted employee performance. As shown in table 4.29, regression coefficient (b) standardize beta is 0.204. It indicates that for every 1 unit increase in training and development, the employee job performance of operational level employees in the selected organization will increase by 20.4%. According to the results of the regression analysis, H0 is rejected and H1 is accepted since $b > 0$. Hence the data support the hypothesis that there is an impact of training and development on employee job performance in the relevant organization.

The main research objective was to study the impact of training and development on operational level employee job performance in the selected organization in Sri Lanka. The results of the study can be pointed out as follows;

- There are more male employees than female employees in the

organization. It represents the percentage of male employees as 72%.

- According to the working experience of respondents, most have 11-15 years of experience and it is 36%. The respondents have more than 15 years of working experience is 17%.

- Training and development have a 3.25 mean value. It reflects that there is a high level of training and development in the organization.

- The mean value of employee job performance is 3.35. It indicates that there is a high level of employee job performance in operational level employees in the selected government organization.

- Training needs identification has a weak positive impact on employee job performance ($r = 0.031$).

- There is a weak positive impact of training on employees' job performance ($r = 0.028$).

- The impact of training availability on employee job performance has a positive value. ($r = 0.045$).

- Training evaluation and employee job performance has a positive impact ($r = 0.014$)

- The training and development (overall) have a positive moderate impact on employee job performance ($r = 0.041$).

5. Discussion and Conclusion

Training and development were described by main four dimensions, i.e. training needs identification, practicability, availability, and evaluation with the intention of understanding the operational level of employee job performance in the selected organization.

Firstly, the results of investigating the impact of training need identification on employee job performance. It was found that there is a positive weak impact of training needs identification on employee job performance. The correlation between

these variables was 0.176 which is significant at 0.049 levels.

Secondly, the results of investigating the impact of training practicability on employee job performance. It was found that there is a positive impact of training practicability on employee job performance. The correlation between these variables was 0.169 which is significant at 0.043 levels.

The results of investigating the impact of training availability on employee job performance. It was found that there is a positive moderate impact of training availability on employee job performance. The correlation between these variables was 0.311 which is significant at 0.035 levels. This correlation was found to be moderate as it is between the bound of moderate correlation (0.3-0.59).

The results of investigating the impact of training evaluation on employee job performance.

It was found that there is a positive impact of training evaluation on employee job performance. The correlation between these variables was 0.319 which is significant at 0.037 levels. This correlation was found to be medium as it is between the bound of medium correlation (between 0.3 – 0.59).

There is a positive impact of training and development on employee job performance. The correlation between these variables was 0.304 which is significant at 0.042 levels. This correlation was found to be medium as it is between the bound of medium correlation (between 0.3 – 0.49).

There are some researchers in different fields who have mentioned that there was a positive relationship between training programs and employee job performance. Hafeez and Akbar (2015) find out the positive impact of training on employee job performance in the pharmaceutical industry. Wulney et al. (2018), mentioned training and development is an effective

management tool for increasing the job performance of employees in the organization.

RECOMMENDATION, IMPLICATIONS, AND FURTHER STUDIES

This research was conducted on operational level employees in the selected government body. It was limited to a sample of 100 from operational category employees. Hence, it recommends doing a study regarding the impact of training and development at all levels of employees' job performance.

There is only one factor in which training and development impact employee job performance in this research. In addition to that, several factors affect employee job performance. It recommends researching other factors which impact employee job performance.

This research limits to quantitative methods to investigate the impact of training and development on employee job performance. Therefore, another recommendation is that it can be used mixed methods of research including quantitative and qualitative values. It is important to get a more reliable and valuable result from the study.

When it creates and maintains sound training and development practices in the organization, it leads to increase employee job performance. And it creates a competitive advantage for the organization and leads to achieving organizational goals and objectives. It implies that there is a direct impact on employee performance and indirectly it increases organizational performance.

Further studies of future research can conduct how the impact of training and development on overall organizational performance.

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