

The Effect Of Top Management's Role In Training On Employee Performance: A Study On Select Pses In India

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Abstract

According to Myers and Newman (2017), training is crucial for improving worker performance. Existing literature suggests that training and development are two of the ten human resource management (HRM) measures that effectively address detrimental deviant behavior among public sector staff. The training and development framework (T&D) facilitates the enhancement of employee expertise, understanding, and proficiency. Training encompasses a collection of abilities and practical, technical, and personal proficiencies that empower an individual to achieve exceptional levels of performance that are above the norm (Sakarneh, 2020). The work environment, training and development, and senior management all have an important impact on organizational performance. A research study has examined senior management's influence on the training process, its evaluation, and its effect on the performance of 606 employees working in Indian public sector firms. The findings suggest that the active participation of top management in training and evaluation is crucial for enhancing employee performance. This article attempts to present them.

Keywords: Training and Development, Top Management, Public Sector Employees, Employee Performance, Commitment of Senior Management

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According to Myers and Newman (2017), training is crucial for improving worker performance. Malik and Lenka (2020) conducted a study that identified training and development as one of the ten human resource management techniques that effectively address detrimental deviant behavior in public sector employees. The training and development framework facilitates the development of employee skills, knowledge, and abilities (Chermack & Lynham, 2002). Training encompasses a collection of abilities and practical, technical, and personal proficiencies that empower an individual to achieve exceptional levels of performance that are above the norm (Sakarneh, 2020). Factors such as the work environment, training and development, and senior management have a substantial impact on organizational performance (Cera & Kusaku, 2021).

Industry 4.0 necessitates a significant focus on training and development in all production sectors (Ninan et al., 2019). Pradhan et al. (2019) conducted a study that found that implementing HR strategies that involve training and development can enhance job satisfaction among public sector employees in India.

To accelerate growth in all aspects of the business, it is essential to ensure organizational learning through training. This is crucial, as it directly impacts the productivity and effectiveness of all employees across all levels of the organization. In the knowledge economy era, competition has shifted its focus to the collection and utilization of knowledge within the company. (Tan & Olaore, 2021). The training and development (T&D) framework, as proposed by Chermack and Lynham (2002), serves as a guide for enhancing employee skills, knowledge, and abilities. Training encompasses a collection of abilities and practical, technical, and personal proficiencies that empower an individual to achieve exceptional levels of performance (Sakarneh, 2020). "Training and development" include several actions aimed at enhancing individual growth, promoting career advancement, managing and improving performance, providing coaching and mentoring, planning for succession, identifying key employees, offering financial assistance for education, and fostering organizational development. Knowledge, skills, and abilities are critical for being prepared and efficient in crisis management (Sakarneh, 2020).

In order to achieve exceptional business outcomes, it is crucial for a company to cultivate the required human resources to meet its business goals and engender a strong level of employee commitment. (Tabassum, 2019).

Ozkeser (2019) states that training enhances both the skills and the drive of workers to achieve optimal results.

Evaluation

According to Brinkerhoff (1981), training evaluation should collect information to ascertain the requirements, effectiveness, areas for improvement, and outcomes of the program. In addition, he asserted that evaluation is a systematic examination of the circumstances, requirements, objectives, activities, and effects of training, and it should be linked to HR organizational programming, which includes planning, delivering, and recycling.

Role of Top Management

The work environment, training and development, and senior management have a substantial impact on organizational success (Cera & Kusaku, 2021). The value of top management knowledge and the processes used to create knowledge are key drivers of open innovation, which subsequently impacts organizational performance (Singh et al., 2021). Ibrahim et al. (2020) assert that management support is crucial for the success of training.

Research by Mutiso and Nyaga (2019) on Isuzu East Africa Ltd., a Kenyan vehicle manufacturing company, demonstrates that employee training and the dedication of senior management influence the efficiency of quality management systems. Barney (2015) asserts that the success of any business choice hinges on the unwavering dedication of the top management. For instance, the senior executives at Jindal Steel Plant Limited, a prosperous private steel manufacturing company in India, proactively decide the details of their training programs. To put it another way, the senior executives determine in advance the number of domestic and international programs, the training resources, and the methodologies to employ for different types of programs (Tabassum, 2019).

In their study on public sector employees in Mauritius, Teeroovengadam et al. (2019) found that the involvement of managers and senior management, as well as the provision of performance feedback, were important factors in determining the efficacy of Performance Management Systems (PMS).

Kodwani and Prashar (2019) argue that there is typically a lack of alignment between training and its practical use in the workplace. Public-sector employees prioritize vital training components to a lesser extent. Mohanty et al. (2019) evaluated training design elements and ranked training requirements analysis as the third most important factor for private sector employees and the sixth most important factor for public sector employees. Similarly, private sector employees ranked training objectives as the fourth most important, while public sector employees ranked them as the eighth most important. Public-sector personnel place less emphasis on important training elements.

However, in public sector companies in India, no research has examined the relationship between the job performance of trained managers and the degree of senior management's involvement in training and its evaluation. In certain instances, senior executives may neglect training and instead view it as an opportunity to relax. These two facts elucidate the limited emphasis placed on training and its impact on worker performance. This scenario calls on scholars to investigate the impact of senior management's involvement in training on employee performance. To guide the research, we formulate the following hypotheses:

Hypothesis 1: Top management's role in training and evaluation has an impact on the job performance of the trained employee.

Hypothesis 2: The relationship between top management's role in training and evaluation and a trained employee's job performance does not vary by level.

Sample Description

We gave questionnaires to 700 public sector employees from Bharath Dynamics, Bharat Electronics, Cement Corporation of India, GAIL, and Goa Shipyard Limited to test the aforementioned hypotheses. Bharath Dynamics, Bharat Electronics, Cement Corporation of India, GAIL, and Goa Shipyard Limited each provided us with 170, 199, 50, 162, and 50 responses. 90% of respondents (631) responded. Our questionnaire is composed of the scales and statements listed below.

Job performance

1. The quality of my job performance is high. 2. My productivity on the job is high. 3. Amount of effort I expend on the job is high. 4. My job performance is very good. 5. The performance of every job I do is excellent. 6. Everyone can see that I have good performance on my jobs.

Role of Top Management in Training and Evaluation

1. Our company provides for an increasing budget for training of employees on a regular basis. 2. Our company considers training as essential to growth. 3. Our company cannot afford to divert employee's productive time to training (R). 4. Working in the field or shop floor is a real substitute for training (R). 5. Our colleagues consider that any formal training contributes to their effectiveness. 6. Our company holds training programs just as a formality. (R). 7. Our company sources reputed trainers from outside (R). 8. The training programs here are outcome-oriented. 9. Our top management evaluates the training program of each employee.

Cronbach's Alphas

Job Performance: 0.781, 6 items, and 631 responses

Role of Top Management in Training and Evaluation: 0.721, 9 items and 631 responses

Research Methodology

Using SPSS V20 on 631 responses, regression analyses were run with the full data first and later on the data split by the level of the employee. The analysis also provided correlations, descriptive statistics, and regression analysis output as presented below.

I. Results And Discussion

Table 1

Mean and Standard Deviations of Job Performance

Job Perform	Mean	SD	n
Lower	24.99	3.696	159
Middle	25.3	3.848	450
Upper	24.14	2.031	22
Combined	25.18	3.764	631

It can be observed that the mean of job performance of middle level employees is higher than that of others.

Table 2

Mean and Standard Deviations of Role of Top Management in Training and Evaluation

Role of Top Mgt.			
Lower	31.08	3.796	159
Middle	31.78	3.51	450
Upper	29.36	2.888	22
Combined	31.52	3.598	631

Note that top management has a larger role than others in middle-level employee training and evaluation.

Table 3

Correlation of Role of Top Management in Training and Evaluation with Job Performance

	Correlation	n	p-value
Lower	0.47	159	0
Middle	0.382	450	0
Upper	0.592	22	0.002
Combined	0.411	631	0

It's important to note that at higher levels, there is a stronger correlation between job performance and top management's role in employee training and evaluation.

Table 4

Summary of Regression Analysis Results With Job Performance as DV Role of Top Mgt. in Tr. & Evltn. As IV

Combined	Independent Variable	R-Square	F-Value	p-value /Anova	Coefficient (B)	Beta	t-value	p-value	n
Lower	Role of Top Mgt.	0.221	44.454	0	0.457	0.47	6.667	0	159
Middle	Role of Top Mgt.	0.146	76.654	0	0.419	0.382	8.755	0	450

Upper	Role of Top Mgt.	0.351	10.798	0.004	0.416	0.592	3.286	0.004	22
Combined	Role of Top Mgt.	0.411	128.12	0	0.431	0.411	11.319	0	631

Top management's involvement in training and evaluation has a positive impact on job performance ($B = 0.431$, $n = 631$, $t = 11.319$, $p = 0.000$). We accept hypothesis 1, which states that top management's involvement in training and evaluation influences the trained employee's job performance.

However, our analysis reveals that the effects are more significant for lower-level managers ($B = 0.457$, $n = 631$, $t = 8.755$, $p = 0$), while they are comparatively less pronounced for upper-level managers ($B = 0.416$, $n = 631$, $t = 3.286$, and $p = 0.004$). Despite being erratic, the outcomes exhibited a range of differences. Based on the minor but not substantial fluctuations in the coefficient, we confirm the second hypothesis, which states that there is no correlation between the extent of top management involvement in training and evaluation and the job performance of trained personnel.

II. Conclusion And Summary

The study affirms that the active participation of senior management in training and evaluation has a beneficial impact on the job performance of managers. Regarding the influence of work levels on the established correlation between senior management's participation in training and the evaluation of trained employees' job performance, there is some variance observed, but it is not statistically significant.

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