

TRAINING AND ITS IMPACT ON EMPLOYEE PERFORMANCE: A STUDY ON NEPALESE LOCAL LEVEL GOVERNMENT OFFICES' EMPLOYEES

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Abstract

Training is an integral part of the human resource management function. The efficiency or performance of an employee can be enhanced by providing time-to-time training. The effort put from the side of an organization also brings the effectiveness of the training. Similarly, the number of trainings conducted and the content, as well as the duration of the training, has also the relation in impact on the performance of employees. The paper is also concerned with the impact of training on employees' performance among the local level government employees of Nepal. The paper has surveyed the 300 local level employees of three districts of Nepal, namely; Chitwan, Nawalpur, and Parasi. The study found that the local level governments' employees think that their performance is mainly influenced by off-the-job training and the effort done from the side of an organization while conducting a training program.

Key words: *Training, employee performance, local level government, Nepal*

Introduction

Training is the process of enhancing specific skills of employees required for their current job. It is the basis of employee performance to meet the demand of the job in which they are involved. Mothae (2008) found in context to the South African local sphere of government that continuous training is necessary for encouraging and fostering continuous learning required for successful transformation in the local level government. This reflected that municipalities should be learning organizations and create an environment that will facilitate and enable officials to learn and ultimately enhance their productivity.

Pillay et al. (2011) found that mature-aged women were interested in continuous learning at work despite their limited formal education. Regardless of age group, males and females preferred technical and administrative training, respectively. Sam-Okere and Agbeniga (2014) evaluated how lower cadre employees of select local governments in Lagos State Nigeria perceive the relevance of training to their jobs, which revealed training as a major factor for capacity development.

A competent human resource of an organization becomes an asset of an organization. A gap between a competent employee and an incompetent employee within an organization can be minimized by providing training to an incompetent employee. Joseph (2015) also stated the importance of training and development for every category of staff in the Local Government Council is more obvious given the growing complexity of the work environment, the rapid change in organizations, and advancement in technology, among other things.

Training and development help to enhance the performance of the employee and assists the organization and employees in attaining the diverse goals of an organization. They also stated that the existence of trained employees will enhance the competitiveness of an organization. Enojo et al. (2016) stated that the focus on the effectiveness of training and development by an organization could enhance job performance. Zakaria et al. (2017) surveyed among the employees of departments of City Council and Municipal Council in Peninsular

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Malaysia where they found that employee development practices have a significant positive impact on the performance of local government. More importantly, informal coaching extracts a higher influence on performance compared to formal training and empowerment.

Amha and Brhane (2020) in the case of the Dessie city municipality office found that training, motivation, leadership, and work environment greatly affected employee performance. Similarly, training and leadership were a moderately positive relationship. The work environment had a small but definite positive. Similarly, Nuwatuhaire (2020) tried to establish a relationship between training and employee performance in Nyagatare District Local Government, Rwanda. He established that training and performance positively significantly predicted employee performance. At the same time, Spreen et al. (2020) compared the outcomes of North Carolina local governments whose employees participated in training on a new fiscal benchmarking tool at the University of North Carolina School of Government to peer governments that did not participate. Municipal governments with at least one trained employee experienced modest changes, on average, across most of the financial ratios reported in the benchmarking tool. The results indicated that employee training can facilitate the use of performance benchmarking systems in public sector decision-making.

Tuladhar (2009) has stated that to get a better result from the training, there is a need for enhancement of the training methods and procedures while delivering ideas, knowledge, and skills to the trainees.

Relevance of training is an issue that the organization should look critically at if they want to improve the effectiveness of their employees. Ultimately, the ineffectiveness of the training will directly hamper the performance of the employees, which will also directly affect the service delivered by them. Hence, in context to the training provided to the Nepalese local level employees, there is a need for changes in training methods as per the dynamic working environment. In this context, the paper tries to find how training has an impact on employee performance, especially in the context of local-level government employees of Nepal.

Objective of the Paper

The paper aims to identify which methods, numbers, and curriculum of training could improve the performance of an employee. Similarly, the paper examines the efforts of an organization to make training effective.

Research Methodology

All the local level administrations appointed from the Government of Nepal are the population of the study. A sample of 300 employees working at various local level government offices of three districts namely, Nawalpur, Parasi, and Chitwan are considered as a sample for the study, following a quota sampling technique from the respective three selected districts for the study.

A questionnaire related to the effectiveness of training and on work performance developed and used by Asfaw, Argaw, and Bayissa (2015), as well as Zwick (2015), has been followed to fulfill the criterion-related validity. Similarly, for the validity of the items related to the training curriculum the items used by Al-Mzary, M.M.M., Al-rifai, A.D.A. & Al-Momany, M. (2015) have been followed in the study. A concept of a 5-points Likert scale has been used to gather an opinion on the subject. A relevant open-end question has also been mentioned in a questionnaire.

Data Analysis

The section below elaborates and interprets the data collected from the respondents:

Table 1
Respondents' Sex

Sex	Frequency	Percent
Female	236	78.7
Male	64	21.3
Total	300	100.0

Source: Field Survey, 2021

of the total local-level government employees from the three sample districts, namely, Nawalpur, Parasi, and Chitwan, 78.7 percent were male, and the remaining was female.

Table 2
Age Group and Qualification of the Respondents

Age Group	Frequency	Percent	Qualification	Frequency	Percent
Below 20	1	0.3	SLC	13	4.3
20-30	78	26.0	Intermediate	100	33.3
30-40	92	30.7	Bachelor	149	49.7
40-50	96	32.0	Master	37	12.3
50 and above	33	11.0	PhD	1	0.3
Total	300	100.0	Total	300	100.0

Source: Field Survey, 2021

The highest number of respondents was seen from the age group of 40-50 years, covering 32 percent followed by the age group of 30-40 years covering 30.7 percent. The least number of the respondents was seen from the age group of below 20 years with only one respondent.

Of the total respondents, the highest number of local government employees was seen with bachelor's degrees covering 49.7 percent, followed by intermediate-level qualifications covering 33.3 percent. Only a single employee was seen with a doctoral degree.

Table 3
Posting District of the Respondents

Posting District	Frequency	Percent
Nawalpur	100	33.3
Chitwan	100	33.3
Parasi	100	33.3
Total	300	100.0

Source: Field Survey, 2021

An equal number of respondents (100 each) of the employee were seen posted at Nawalpur district, Chitwan district, and Parasi district respectively.

Table 4
Posting Local Office of the Respondents

Posting Local Office	Frequency	Percent
Kawasoti	33	11.0
Madhyabindu	21	7.0
BinayaTriveni	9	3.0
Hupsekot	18	6.0
Devchuli	19	6.3
Bharatpur	60	20.0
Ratnanagar	25	8.3
Bardaghat	49	16.3
Sunawal	31	10.3
Ramgram	20	6.7
Kalika	15	5.0
Total	300	100.0

Source: Field Survey, 2021

Of the total 300 respondents, the highest number of respondents was seen from the local government employees of Bharatpur Municipality, covering 20 percent of the total respondents. The lowest number of respondents was seen from the Binaya Triveni Municipality covering 3 percent only.

Of the total 300 respondents, 37.7 percent have stated that they have been going for training once a year. The frequency of training opportunities for local government employees is not seen as remarkably high. Of the total respondents, 3 percent have even stated that they have not certain to get an opportunity to go for training.

Table 5

Times of Training gone by Respondents

Times of Training Gone	Frequency	Percent
None	6	2.0
Once a week	2	0.7
Once a month	16	5.3
Twice a month	87	29.0
Once a year	113	37.7
Twice a year	67	22.3
Not certain	9	3.0
Total	300	100.0

Source: Field Survey, 2021

The above regression result shows that 2.8 percent of the employee performance is influenced by off-the-job training. Similarly, 4.2 percent of the employee performance was seen influenced by off-the-job training and organizational effort as well. The value of the Durbin-Watson test is closer to zero, which shows evidence of a positive serial correlation among variables.

Relation of On-the-job and Off-the-job Training Method on Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.176 ^a	0.031	0.028	0.2708	
2	0.219 ^b	0.048	0.042	0.2689	1.651

^a Predictors: (Constant), Off-the-job Training

^b Predictors: (Constant), Off-the-job Training, Organization Effort

^c Dependent Variable: Employee Performance

Table 7

ANOVA^a Result

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.700	1	0.700	9.550	0.002 ^b
	Residual	21.857	298	0.073		
Total		22.557	299			
2	Regression	1.082	2	0.541	7.481	0.001 ^c
	Residual	21.475	297	0.072		
Total		22.557	299			

Source: Field Survey, 2021

^a Dependent Variable: Employee Performance

^b Predictors: (Constant), Off-the-job Training

^c Predictors: (Constant), Off-the-job Training, Organization Effort

Since the value of the F-test is seen as significant, the model is also significant with an independent variable, 'Off-the-job Training' only as well as with independent variables, 'Off-the-job Training' as well as 'Organization Effort'.

Table 8
Coefficient Result for Regression Equations

Model		Unstandardized		Standardized	t	Sig.	Collinearity	
		Coefficients		Coefficients			Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.17	0.102		31.06	0.000		
	Off-the-job Training	0.09	0.031	0.176	3.09	0.002	1.000	1.000
2	(Constant)	2.88	0.161		17.94	0.000		
	Off-the-job Training	0.08	0.031	0.144	2.47	0.014	0.942	1.062
	Organization Effort	0.11	0.046	0.134	2.30	0.022	0.942	1.062

^aDependent Variable: Employee Performance

Since the p-values (Sig.) are less than 0.05 the generated coefficients are significant. At the same time, there is no problem of multicollinearity in the model with 'Off-the-job Training Methods' only with the value of VIF equal to unity. But there is an issue of multicollinearity in the model with 'Off-the-job Training Methods' and 'Organization Efforts' as well.

Discussion and Implications

The employees had concluded that the skills gain from the training will be limited to the time of training duration if they are not properly equipped with the equipment necessary for jobs to be done at the organization. Similarly, the employees have a chance to get involved in a training session until and unless, if they are being informed by the senior officers and

sometimes, the newly recruited employees complained of not being informed about the training programs and missed from getting training.

At the same time, employees being aware that training is essential to enhance their skills and capabilities are attracted to the financial benefits or training leaves attached with the training programs. The study also revealed that employees have not seen any substantial differences in their performance before and after the training session in context to the sampled districts, i.e., Nawalpur, Parasi, and Chitwan local level employees.

The employees had also dissatisfied with the proper implementation or implication of the skills they have gained through training due to bureaucracy hurdles and political interventions in their job.

Conclusion

Training is an essence of human resource management. Every organization recruits human resources to run its organization effectively and efficiently. An organization without human resources is like a human body without heart and mind.

The need for the training arises at the organizational level, job level, or employee level. The skill needed to accomplish the work to be done assigned to an employee, their existing skills and capacities determine the need for the training. The study has dealt with the effect of training on the performance of the local level government employees. The respondents stated that they had got an opportunity to get training once a year.

The study disclosed that 2.8 percent of the employee performance is influenced by off-the-job training. As off-the-job training gives technical, conceptual and analytical knowledge of subject matter of learning with higher motivation, employees were also seen more interested towards off-the-job training. Similarly, 4.2 percent of the employee performance was seen influenced by off-the-job training and organizational effort as well.

The concerned government agencies should think about what local-level employees expect from participation in training before conducting any training program. The time and effort applied in the training program should be productive. There is also a need of regularity in training program among the local-level government employees which help to enhance their efficiency and also for refreshment. Similarly, the content of the training should be matched with the requirement of the job description as well which will ultimately be practically implacable in the workplace.

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