Effect of Training on Job Performance: A Case of Nepalese Civil Servants

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Abstract

This research aims to find out the effect oftraining on the performance of Nepalese civil servants. This research follows a survey research method. It provides a brief analysis and an understanding of the job performance of Nepalese civil servants. The total population of this study is88657 (65089 males and 23568 females) and 116samples have been taken for this study. The simple random sampling technique has been applied for the selection of the respondents. The primary data collected through structured questionnairesare analyzed and interpreted using descriptive and inferential statistics. This study's findings revealed on the job performance of civil servants in Nepal. The independent variables (learning, good governance, e-governance and motivation). The dependent variable is the job performance of civil servants. It is revealed that the training has played a crucial rolein the job performance of Nepalese civil servants through the utilization of learning, motivation, and good governanceand E-governance mechanism. The resultsshow, there is a positive and significant effect of motivation, E-governance, and good governance but learning has a negative and insignificant effect on job performance of Nepalese civil servants.

Keywords: - Civil Servants, E-Governance, Good Governance, Learning & Motivation.

Introduction

Training is a planned process to modify attitudes, knowledge, or skill behavior through learning experience to achieve effective performance in an activity or range of activities. Itsemphasis is on the planned process and effective performance. Training also refers to the methods used to guide new or present employees on the skills they need to perform their job. Training, therefore, entails a deliberately planned process that is carried out systematically fashion and aimed at bringing about effective performance.(Mohamud, 2014)

Job performance assesses whether a person performs a job well. Job performance studied academically as part of industrial and organizational psychology, also forms a part of human resources management. Performance is an important criterion for organizational outcomes and success. The researcher further describes job performance as an individual-level variable or something a single person does. This differentiates it from more encompassing

constructs such as organizational performance or national performance, which are higher-level variables(Campbell, 1990)

In Nepal, the Nepal Administrative Staff College (NASC) is a national-level autonomous institution. It provides necessary career development training for the Government of Nepal and Public Enterprises employees. Basic Administration Training (BAT) is provided to newly appointed gazette officers, Professionals and Course on Management and Development (PCMD) is provided to those gazette officers who have 3 years of work experience and the duration is for 30 days. Advanced Course on Management and Development (ACMD) is provided to those who have work experience as gazette officers for two years and the duration is for 35 days. Senior Executive Development Program (SEDP) is provided to joint secretaries who have work experience of a minimum of five years as a gazette officer(class 1 or equivalent and the duration is for 6 monthsa on modular basis.Learning is the process of gaining new information, skills, values, attitudes, and preferences through the acquisition of new understanding. Humans, animals, and some robots all have the potential to learn, and there is evidence that certain plants can learn as well. Learningisa relatively permanent change in behavior or behavioral potential resulting from direct or indirect experience.(Moorhead and Griffin 2000).

Motivation is a process that starts with a physiological or psychological deficiency or need that activates a behavior or a drive that is aimed at a goal or incentive.Langford et al., (2020)It is a psychological process that is voluntarily in nature. Unsatisfied need or deficiency gives birth to motivation. It is concerned with the drive that every human being put his/her efforts to fulfill it.

Good governance is assessing how public institutions conduct public affairs, manage public resources, and ensure the fulfilment of human rights in a way that is generally free of abuse and corruption, while respecting the rule of law. Since governance is the process of decision-making and the process by which decisions are implemented, an analysis of governance focuses on the formal and informal actors involved in decision-making and implementing the decisions made and the formal and informal structures that have been set in place to arrive at and implement the decision.(Nations, 2000).

Electronic governance or e-governance is the application of IT for delivering government services, exchange of information, communication transactions, and integration of various stand-alone systems between government to citizen (G2C), government-to-business (G2B), government-to-government (G2G), Government-to-employees (G2E) as well as back-office processes and interactions within the entire government framework.(Saugata and Masud, 2007).

Review of Literature

Rose,(2009)showedthe "Effect of Organizational Learning on Organizational Commitment, Job Satisfaction, and Work Performance," according to the research. He employed a survey research design, and his study's population was 500 people, with 435 (87%) of them responding fully. The researcher found that organizational learning is a valuable instrument for improving performance. He further added linking organizational learning to performance

leads to behavioral change, increases workforce efficiency and effectiveness, and facilitates the achievement of organizational goals.

Kiruja and Elegwa, (2013)analyzed on "Effect of Motivation on Employee Performance in Public Middle Level Technical Training Institutions in Kenya". The population of this study was 315 that comprises of administrators and heads of departments, 287 responded fully including interview being taken and returned the questionnaires. The researcher found that employee motivation influences employee performance of Public Middle Level Technical Training Institutions in Kenya. The results of correlation analysis in this study have demonstrated that motivation of employees has positive relationship with employee performance. He further mentioned, motivation of employees is a significant predictor of employee performance in Public Middle Level Technical Training Institutions in Kenya.

Hijazi,(2021) studied on "The Impact of Applying Good Governance Principles on Job Satisfaction among Public Sector Employees in Jordan". The population of the study was 219,000 civil servants of Jordan, out of them 384 samples were taken for the study and 315 had responded. The researcher used survey research design along with descriptive and inferential method for analysis.The researcher found that the application of good governance principles positively affects job satisfaction and job performance. He further stated, more efforts are needed by all parties to increase awareness of the importance of good governance principles.

Khalifah,(2019)explained "The mediating role of E-government in the relationship between leadership and civil servants 'performance in Wakatobi regency, Indonesia". His population was 1109 people working at 40 public organizations of Regency government of Wakatobi.His sample size was 261 respondents. The researcher used smart PLS technique for data analysis. He found that the mediating role of e-government has a bigger chance to increase civil servant performance. He further added, technology information media, and leaders lead people to heightened performance in terms of a better service, and higher integrity and commitment.

On the basis of the literature review, this study is based on the following conceptual framework.
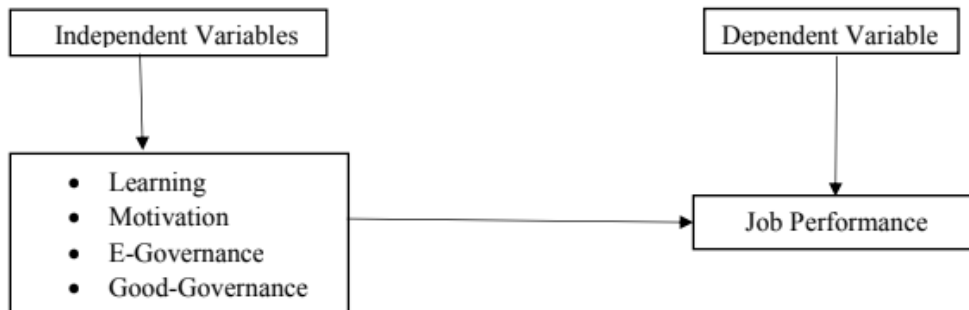

Figure 1. Conceptual Framework

Methodology

This study is based on primary data. The target population of the study is 88657(65089 males and 23568 females)whichcomprisesa different level of civil servants working in the various government offices of Nepal. The sampling method was applied using a probability sampling technique, and the research was done using a simple randomsampling technique. Even though questionnaires were sent to total 150 respondents,122 respondents responded and only 116 were usable. The responses are at a whopping 77 percent. A survey research method is used. The research has used an explanatory research design. It also focuses on the relationship between the variables in terms of cause and effect. Furthermore, when dealing with a large population, simple random sampling was ideal. The data for the research were collected through structured questionnaire based on a 5-point Likert scale. i.e., 1 = highly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = highly agree.

Twenty-five opinion statements were developed to measure five separate variables, four of those are independent and one of those is dependent. The independent variables "learning", motivation", "and e-governance "as well as" good governance" are described using twenty different opinion statements. The dependent variable "Job performance" has been described with five different opinion statements. The study is based on primary data because it gives relevant and updated information on the study. Respondents from different government organizationsin Nepal were given structured questionnaires. The information was collected from the respondents, as well as the responses to the questionnaire, during the month of February 2022.

The Model

This study is focused on showing the effect of training on the job performance of Nepalese civil servants. To show the effect, the study uses the following econometric model:

$$JP = \beta_0 + \beta_1 LEARN + \beta_2 MOT + \beta_3 E\text{-}GOV + \beta_4 GOODG + e_t ……………………….. I$$

Where, JP = Job performance, LEARN=Learning, MOT=Motivation, E-GOV = E-governance, GOODG =Good-governance, β_0 = Intercept, β_1, β_2, β_3, β_4 = Slope of the coefficients and e_t = Error term.

Results and Discussion

Demographic Data:

The demographic data collected included gender, age, education, and monthly income. In total, 116 people responded to the survey. Personnel employed by the Nepalese government. Male and female responses were 75 percent and 25 percent, respectively, with ages ranging from 31 to 50, monthly incomes ranging from Rs.30000 to Rs.45000, and degrees ranging from bachelor to masterIn the study, both men and women were respected, and gender-friendly terminology and expressions were frequently utilized.

Learning

Learning is a change in human capacity, which can be retained and which is not simply ascribable to the process of growth. Moreover it is a process of progressive behavior adaptation.(Acharya, 2016).

Table 1. *Effect of Learning on Job Performance*

Items	Mean	SD	N
Learning enhances work performance.	4.08	1.01	124
Learning is the source of knowledge.	3.86	1.17	124
Learning changes the behavior.	3.87	1.16	124
Learning changes the attitudes.	3.82	.96	124
Learning is the source of job satisfaction.	4.33	.71	124
Average mean	**3.99**		

Source: Field survey 2022

Table 1 shows that the mean of items ranges from 3.82 to 4.08. The composite mean of the items is 3.99 which shows above average increment in job performance due to learning procedure adopted by Nepal Government. The table further indicates that most of the respondents agreed, that learning has played a crucial role to enhance the job performance of Nepalese civil servants.

Motivation

Motivation represents those psychological processes that cause the arousal, direction, and performance of voluntary actions that are goal-directed.(Mitchel and Larson 1987)Motivation is inspiring the employees with zeal to do work for the achievement of the objective of the organization.

Table 2. *Effect of Motivation on Job Performance*

Items	Mean	SD	N
A motivated employee is a productive employee.	3.60	.87	124
Motivation increases the trust of the employees.	4.06	1.02	124
Motivation enhances enthusiasm.	4.10	.81	124
Motivation decreases employee turnover.	4.17	.87	124
Motivation leads to job satisfaction.	3.92	1.13	124
Average mean	**3.97**		

Source: Field survey 2022

Table 2 shows that the mean of items ranges from 3.60 to 4.17. The composite mean of the items is 3.97 which shows an above-average increment in job performance due to motivation adopted by Nepal Government. The table further indicates that most of the respondents agreed, that motivation has played a crucial role to enhance the job performance of Nepalese civil servants.

E-governance

E-governance is concerned with providing government services to citizens in a convenient, efficient, and transparent manner. The three main target groups that can be distinguished in governance concepts are government, citizens, and businesses/interest groups. In e-governance, there are no distinct boundaries, finance,or support.(Garson, 2006).

Table 3. *Effect of E-governance on Job performance*

Items	Mean	SD	N
E-Governance is the use of ICT in public administration.	3.85	1.04	124
E-Governance facilitates fast delivery of Govt. services.	3.86	.87	124
E-governance improves the organization the and skills of employees.	4.17	.78	124
E-Governance allows to access Govt. information and services.	3.73	.96	124
E-Governance is atwo-way communication protocol.	3.90	.86	124
Average mean	**3.90**		

Source: Field survey 2022

Table 3 shows that the mean of items ranges from 3.73 to 4.17. The composite mean of the items is 3.90 which shows above average incrementin job performance due to the E-governance system adopted by Nepal Government. The table further indicates that most of the respondents agreed, that E-governance has played a crucial role to enhancethe job performance of Nepalese civil servants.

Good Governance

Recently Governance and good governanceare being increasingly used in development literature. Bad governance is being increasingly regarded as one of the root causes of all evil within our societies. Major donors and international financial institutions are increasingly basing their aid and loans on the condition that reforms that ensure "good governance" are undertaken.(ESCAP, 2009)

Table 4. *Effect of Good Governance on Job Performance*

Items	Mean	SD	N
Good governance aims to minimize corruption.	4.02	.88	124
Good governance takes the voice of minorities in decision-making.	3.92	1.08	124
Good governance responds actively to the needs of the community.	3.77	1.23	124
Good governance makes the employees disciplined.	3.77	1.16	124
Good governance follows the rule of law.	3.71	1.08	124
Average mean	**3.84**		

Source: Field survey 2022

Table 4 shows that the mean of items ranges from 3.71 to 4.02. The composite mean of the items is 3.84 which shows above average increment in job performance due to motivation Good-governance adopted by Nepal Government. The table further indicates that most of the respondents were agreed, the Good-governance has played a crucial role to enhance the job performance of Nepalese civil servants.

Job Performance

Employee performance is crucial to the overall success of both government and commercial enterprises;therefore, both need personnel who can get the job done. This aids in identifying the business's strengths, shortcomings, and potential managerial deficiencies.

Table 5. *Effect of Training on Job Performance*

Items	Mean	SD	N
Effective training facilitates a person to perform a job well.	3.89	.99	124
Training is the key to effective job performance.	4.13	.85	124
Training emphasizes on the planned process of work performance.	3.64	1.02	124
Training enhances the productivity of the employees.	4.04	.95	124
Training discourages resistance from employees.	4.06	.81	124
Average mean	**3.95**		

Source: Field survey 2022

Table 5 shows that the mean of items ranges from 3.64 to 4.13. The composite mean of the items is 3.95 which shows above average increment in job performance due to training adopted by Nepal Government. The table further indicates that most of the respondents were agreed,that training has played a crucial role to enhance the job performance of Nepalese civil servants

Correlation Analysis

The correlation between the dependent and independent variables is shown in Table 6. Job performance and motivation have a low moderate (0.422) Likewise, there is a 0.501 correlation between E-government and job performance. The correlation between learning and job performance is 0.221 which is the lowest of than other variables. According to the analysis,the majority of the job performance factors have a moderate relationship with one another.

Table 6. *Correlation between Dependent and Independent Variables*

Variables	JP	MOT	LEARN	E-GOV	GOODG
JP	1				
MOT	0.422	1			
LEARN	0.221	0.250	1		
E-GOV	0.501	0.500	0.281	1	
GOODG	0.410	0.241	0.451	0.427	1

Regression analysis

Table 7 shows the effect of independent variables (motivation, Learning, E-governance and Good-governance) on the job performance of Nepalese civil servants.

Table 7. *Regression Coefficient of Variables.*

Variables	Unstandardized Beta	Se.	Standardized Beta	t	Sig.	Tolerance	VIF
Constant	1.141	.333	-	2.997	.001	-	-
MOT	.301	.088	.205	2.732	.004	.668	1.899
LEARN	-.101	.034	.512	.824	.511	.792	1.923
E-GOV	.431	.073	.330	3.263	.000	.568	1.886
GOODG	.164	.069	.139	1.726	.054	.680	1.779
$R^2 = 0.59$,	**Adj. $R^2 = 0.54$**	**F. Stat. = 19.75,**		**F. Sig. = 0.000,**		**DW = 1.871**	

Dependent variable: Job performance.

Darwin Watson test of the residuals of regression in this study shows positive autocorrelation (1.871) which means the effect of Training on the job performance of Nepalese civil servants will have a positive effect on job performance in the days to come. Value of F- statistics 19.75 and F. sig. 0.000 explains that the regression model used in this study is fit. Adj. R^2 0.54 means the independent variables used in this study explain the job performance of Nepalese civil servants through training by 54 percent. VIF values of all the independent variables are less than 2, so there is no multicollinearity between the independent variables.Dose, 2008) explained VIF values less than 2, and there is no multicollinearity. Thus, the regression equation of the study is:

$$JP = 1.141 + 0.301 \text{ MOT} - 0.101 \text{LEARN} + 0.431 \text{ E-GOV} + 0.164 \text{GOODG} + e_t$$

In Table 7, the multiple regression equation resultsexplain that there is a statistically significant and positive effect of motivation on job performance (p = 0.004 and beta 0.201), this result is in line withthe finding of (Kiruja, Elegwa, 2013) and contradict with the result of (Mefleh et al., 2015))Furthermore, E-governance has a positive and significant effect on job performance with p- value 0.000 and beta value 0.431.Good governance also has a positive and significant effect on the job performance of Nepalese civil servants. The result is consistent with(Hijazi, 2021) but the learning procedure has an insignificant negative effect on job performance (p = 0.511 and beta = - 0.101) this result is inconsistent with (Rose, 2009).

Conclusion and Future Implication

The objective of this study is to show the effect of a training procedure on the job performance of Nepalese civil servants. As per the descriptive analysis of the variables, the average views of the respondents for all independent variables are greater than the average of averages. It means that, the independent variables (motivation, learning, e-governance and good governance) have a meaningful effect on the job performance of Nepalese civil servants.

The dimension and importance of job performance in any organization are to enhance overall enhancement on the job that they carry out in different units and departments. It is an important criterion for organizational outcomes and success. Moreover, job performance is an individual-level variable, or something a single person does. This differentiates it from more encompassing constructs such as organizational performance or national performance. The variables motivation,and E-governance have a positive and significant effect on the job performance of Nepalese civil servants. Therefore, these variables play a vital role to enhance the effective job performance. Good governance has a significant but minimal effect on job performance and learning has an adverse impact on the job performance of Nepalese civil servants.

This study has used only four independent variables to show the impact on the job performance of Nepalese civil servants. Future researchers can further use the variables like training tools BAT (Basic administration training), PCMD (Professional course on management and development), ACMD (Advance course on management and development)

and SEDP (senior executive development program) as independent variables to generalize the findings ofthe job performance of Nepalese civil servants. Furthermore, the researchers can also researchthe job performance of non-government organizations as well.

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