

Impact of training and development on employees behaviour: A study of SJVN Ltd

¹ Ravi Kaundal, ² Dr. CL Chandan

¹ Research Scholar, Himachal Pradesh University Business School, Summer Hill, Shimla-5, Himachal Pradesh, India

² Professor, Himachal Pradesh University Business School, Summer Hill, Shimla-5, Himachal Pradesh, India

Abstract

Today, organizations are facing increased competition due to globalization, technology, political and economic environments. The fast changing technological developments make the knowledge of employees obsolete. The employees need constant training and development to cope with the requirements of jobs and organizations. Every organization has to arrange some kind of training for preparing workers for jobs and also keeping them acquainted with latest technological advancements. It is therefore the responsibility on every organization to enhance the capacities and skills of employees through training and development. Every organization needs the services of trained persons for performing the activities in a systematic way. Better training and development activities always lead to improvement in the job skills and knowledge. If Employees gain proper knowledge about their job they feel highly satisfied, which leads to higher motivation and change in behavior. The purpose of the present study is to find out the impact of training and development on the behavior of employees working in SJVN Ltd.

Keywords: Employees Behaviour, Productivity, SJVN Ltd., Training and Development

Introduction

Training and development is the framework for helping employees to develop their personal and organizational skills, knowledge and attitudes. The focus of all aspects of human resource development is on developing superior workforce, so that the organization and individual employees can accomplish their work goals. There is no doubt that a well-trained and developed staff will be a valuable asset to the company thereby increasing the chances their efficiency in discharging duties. Training helps the employees to change their attitude towards their work, organization, colleagues, methods etc. Various studies in the field shows that training and development when given as per the requirements of the employees and organization, result change in the behaviour and attitude of the employees, which ultimately changes the performance of employees and organization too.

Training may be defined as:

According to *Lynton and Pareek* ^[1], "Training comes to consist largely of well-organized opportunities for participants to acquire necessary understanding and skills." Training aims at lasting improvement on the job."

Stoner & Freeman ^[2], "The training of employees contributes directly to the development of human resources within extension organizations. Training programmes are directed towards maintaining and improving current job performance, while development programmes seek to develop skills for future jobs."

Development

"Development is a process in which learning occurs through experience and where the results of learning enhance not only the task skills of the individual but also his or her attitudes. Whereas training does not necessarily encompass the "why" development most certainly does. Development provides the individual with skills and attributes that can be changed to fit new circumstances. Development provides not only skills but

also changes the way the individual thinks and reasons" ^[3].

SJVN Ltd.

SJVN Ltd. is successfully operating the country's largest 1500 MW Nathpa Jhakri Hydropower Station, from where it started its journey in Himachal Pradesh. SJVN Limited, a Mini Ratna & Schedule 'A' CPSU under the Ministry of Power, Govt. of India, is a joint venture between the Govt. of India & Govt. of Himachal Pradesh is fast emerging as a major power player in the country and is setting new benchmarks in generation, maintenance, recruitment, training and development of its employees year after year. SJVN Incorporated in the year 1988, the company is fast emerging as a major power player in the country. The company has the distinction of being conferred with the prestigious "Mini Ratna" Category-I status by the Government of India in the year 2008, within only four years of coming into commercial operations ^[4].

Beginning from a single hydropower project company, SJVN today has a footprint in a diversified set of power projects, which includes Hydroelectric Projects in Himachal Pradesh, Uttarakhand, Aurnachal Pradesh and in the neighboring countries of Nepal and Bhutan, a Thermal Power Project in Bihar, a Power Transmission Project in Nepal, Wind Power project in Maharashtra and Solar Power Projects in Gujarat & Rajasthan. SJVN has expanded its horizons and has drawn up ambitious plans to develop into a fully-diversified trans-national power sector company having presence in various conventional and non-conventional forms of energy.

SJVN Ltd. is a fast growing new company, which is continuously recruiting new people for their projects. Also there is a very great need for paying much more attention to the availability of trained, developed and motivated people to achieve corporate goals and objectives. SJVN Ltd. has its own training and development department which plan, control, organize and look after the training and development programs of the organization. The organization invests huge amount on

training and development of its employees and as per the national policy on training of employees, the organization has made compulsory for its employees to attend minimum two days training programs in a year, apart from the other regular training and development activities [5].

Reviews

There are many studies conducted in the field of training and development and its impact on the employees behaviour and attitude. Terera and Ngirande (2014) [6], explored the impact of training on employee job satisfaction and retention among administrative staff members of Eastern Cape Province South Africa. The quantitative design method was used in the study. The results reveal that there is positive relationship between employee job satisfaction and retention. More satisfied the employees are, the more they want to remain in the organization. Gollu and Kayi (2014) [7], determined the relationship between personal development training and employee motivation on Turkish Pharmaceutical sector. The respondents are the employees of the small sized pharmaceutical multinational companies. The result shows that there is apposite relationship between personal development training and employee motivation. However the employees working in the head office are offered less training as compared to the employees working in the field. There is a differentiation between the perceptions of employees according to their work places. Employees working in the head office think that their personal development training is less used a tool to increase motivation as compared to the employees working in the field. When job satisfaction increases, motivation also increases and there is a positive relationship between T&D and job satisfaction and motivation. Saleem *et al* (2011) [8], accessed the impact of training and development on employee performance and behaviour. The study was conducted on banks and financial sectors, small and medium firms and pharmaceutical companies. The results show that the training and development has high impact on performance and overall growth of the company. It increases job satisfaction and motivation of the employees. T&D helps to improve the morale of the employees and resulting in financial gain to them. Heathfield (2008) [9], stressed the impact of T&D on motivation and employee retention. Employees can be trained and developed in various ways such as: job expansion or higher level responsibility, to provide authority and decision making power, provide access to important and desirable meetings, provide opportunity to establish goals and priorities, assign employee to head up project or team, cross training in other roles and responsibilities. Using training and development activities to motivate and to retain the employee in the organization can be beneficial to the organization. Truitt (2011) [10], examined the effect of training and development on employee attitude on the employees of academic and business institutions in USA. The objective of the study is to find out the relationship between training experiences and attitudes. The convenient sampling method was used for the study. The study reveals that the employees develop positive attitudes after training is provided to them. With the help coaching, the employees feel that their job efficiency got improved. The results reveal that adequate job training is related to positive attitudes about job proficiency.

Rajendran (2005) [11], assessed the attitude of employees on training and development in Vellore district cooperative bank,

Tamilnadu. The results show that training paved the way for growth in the bank. The training has improved their efficiency at work. It also helped to maintain the good relations with the customers. It was also found that employees showed the changed behaviour after training, which is very important in dealing with the customers and colleagues.

Objectives of the Study

Based on the review of literature, the following objectives of the study have been framed:

1. To assess the impact of training and development on employees behavior.
2. To study the perception of employees towards training and development programmes of the SJVN Ltd.

Research Methodology

The present study has been undertaken in the SJVN Ltd. with its corporate office at Shimla, Himachal Pradesh. The manpower strength in the SJVN has been divided into three categories. The top category is of Executive Level denoted by E1 to E9, and employees in this category are known by the designations as Managers, Senior Managers, Additional General Managers, and Chief General Managers etc. The second category in the employees is Supervisors who are designated by S1, S2....etc. The third category is of Workmen, designated by the level W1, W2.. and so on. The distribution of the manpower in all these three categories has been done on project basis. The organization has its manpower in different projects (Nathpa Jhakri, Rampur, Sunni, Dhaulasidh Hamirpir, Corporate office Shimla, New Delhi Office etc.) and offices in Himachal Pradesh and New Delhi. The total number of employees in the SJVN at present is 1796, amongst total employees Executives are 811, Supervisors are 302 and Workmen are 683. Accordingly the population for the present study consists of the entire employees working in its various offices and projects. Therefore keeping in view the requirements of the present study and statistical tools used the sample size taken as 340 employees. This number worked out as 19 percent ($340/1796 \times 100$) of the total population which is higher enough and adequate to represent the population.

In the present study convenient and judgment sampling technique has been applied and thereafter the sample has been selected on the stratified random sampling basis. The population of the SJVN Ltd. has been divided project and office basis. Thereafter the population has been selected on the basis of different levels at which employees are working i.e. executives, supervisors and workmen levels. Then finally the sample has been selected at random sampling basis from the different levels and offices of the organization.

The Likert scale has been used in the present study varying from strongly agree to strongly disagree. The five point Likert Scale has been used in the study to know the perception about various training and development programs, which vary from Strongly Agree, Agree, Neither Agree nor Disagree, Disagree and Strongly Disagree.

The new questionnaire has been developed and derived from the two studies already done in the concerned area, which is pre-tested in the organization (SJVN Ltd.) before reaching to any final conclusion and before administering to the respondents for collection of data. Suitable editing and corrections have been done in the questionnaire after pilot testing and final draft of the questionnaire has been prepared

for administering to the respondents for collection of data. The questionnaire has been checked for its reliability and validity before administering to the respondent employees of the organization for collection of the data.

Initially 400 questionnaires were distributed to the employees working in the corporate office Shimla, New Delhi office and its project offices such as NJPC Jhakri, Rampur project, Luhri (Sunni) and Dhaulasidh project Hamirpur. Out of 400 questionnaires administered to the employees working at different locations and offices, 360 questionnaires were received back. Accordingly the return rate of the questionnaire was 90 percent, which is considered to be an excellent return rate for the survey work through questionnaire. After scrutinizing the filled questionnaires as and when received back from the employees, 10 questionnaires were not completely filled by the respondents/employees. Another 10 questionnaires were either wrongly filled or many responses were marked for the same statements, which can neither be corrected nor filled back again. Accordingly out of 360 returned filled questionnaires, 20 questionnaires were not included in the study. Hence finally 340 questionnaires were found to be correct and have been included for the study. To analyze the effect of training and development variables on the other variable, multiple regression has been used in the study. The data thus collected has been processed with the help of IBM SPSS 21.0.

Findings

Based on the objectives, the data collected has been analyzed by using multiple regression analysis. To analyze the effect of training and development variables such as Perception, Job performance, Self-Development and Climate for transfer of learning on behavior Change of employees, Multiple Linear regression has been applied by taking behavior Change as dependent variable and perception, Job Performance, Self-Development and Climate for transfer of learning as independent variables.

Accordingly the following regression model has been framed.

$$\text{Behaviour Change} = \beta + \beta_1 (\text{Perception}) + \beta_2 (\text{Job Performance}) + \beta_3 (\text{Self-Development}) + \beta_4 (\text{Climate for transfer of learning})$$

Where $\beta, \beta_1, \beta_2, \beta_3$ & β_4 are the regression coefficients in

Table 3: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.052	3.211		.950	.343	
	perception @ T&D	.331	.067	.235	4.944	.000	.637
	Self-development	.520	.073	.329	7.092	.000	.669
	climate for transfer of learning	.026	.081	.014	.324	.746	.756
	job performance	.469	.081	.303	5.807	.000	.529

a. Dependent Variable: behaviour change

The coefficient table 3 provides estimates of the model parameters (the beta values) and significance of these values. So from the table we can say that β_0 is 3.052 and it can be interpreted that when none of these predictor variables (perception, job performance, self-development and climate for transfer of learning) are present, the model predicts that behavior change will be 3.052%. Values of regression coefficients β represents the change in the outcome resulting

the regression model.

Table 1: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.720 ^a	.519	.513	2.507	1.831

a. Predictors: (Constant), job performance, climate for transfer of learning, self-development, perception @ T&D

b. Dependent Variable: behaviour change

Model Summary table 1 gives us the R-value for assessing the overall fit of the model. The adjusted R square value in this case is 0.513. This tells us that 4 independent variables (IVs) i.e. perception, job performance, self-development and climate for transfer of learning in our model account for 51.3% variance in the dependent variable (DV) behavior change. This value of R square is good enough that model is a good fit. The Durbin-Watson (d) value is 1.831, which is between the two critical values $1.5 < d < 2.5$ and therefore we can assume that there is no first order linear auto-correlation in our multiple linear regression data in this case.

Table 2: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	2267.472	4	566.868	90.228	.000 ^b
	Residual	2104.678	335	6.283		
	Total	4372.150	339			

a. Dependent Variable: behaviour change

b. Predictors: (Constant), job performance, climate for transfer of learning, self-development, perception @ T&D

From the Anova table 2, the F-value for this data is $F(4, 335) = 90.228$, which is significant at $p < 0.001$. Therefore our regression model results in significantly better prediction of behavior change if we used the mean value of behavior change. Hence the model overall predicts behavior change significantly well. Thus it is inferred that perception about training and development, job performance, self-development and climate for transfer of learning put significant impact on behavior change of employees.

from the one unit change in predictor and that if the predictor has a significant impact on our ability to predict the outcome then these β s should be different from zero. If the significant value is less than 0.05, the result reflects a genuine effect. Thus, it is observed from the table that perception, job performance and self-development, the predictor variables makes significant contribution ($p\text{-value} < 0.05$) to predict behavior change, whereas, the climate for transfer of learning is not

putting significant effect on behaviour change. From the above model we can also say that with an increase of one unit in perception there will be an increase of 0.331 in behavior change. With an increase of one unit in job performance there will be an increase of 0.469 in behavior change. Also with an increase of one unit in self-development there will be an increase of 0.520 in behavior change and with an increase of one unit in climate for transfer of learning there will be an increase of 0.026 in behavior change. Further from the table, it can also be interpreted that self-development (beta = 0.329) and job performance (beta = 0.303) have higher impact on behavior change, then perception (beta = 0.235) is also putting high impact on behaviour change. However climate for transfer of learning (beta = 0.014) has negligible contribution to predict behaviour change. The Variance Inflation Factor (VIF) indicates whether a predictor has a strong relationship with the other predictor(s). Since the largest VIF is not greater than 10 and the tolerance is not greater than 1, hence there is no cause of concern and the regression is not biased.

Accordingly we can say that the linear regression model will be:

$$\text{Behaviour Change} = 3.052 + 0.331 (\text{Perception}) + 0.469 (\text{Job Performance}) + 0.520 (\text{Self-Development}) + 0.026 (\text{Climate for transfer of learning})$$

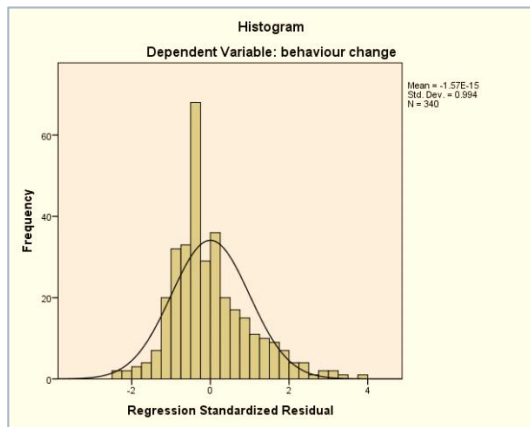


Fig 1: Showing Histogram of residuals for behavior change as dependent variable

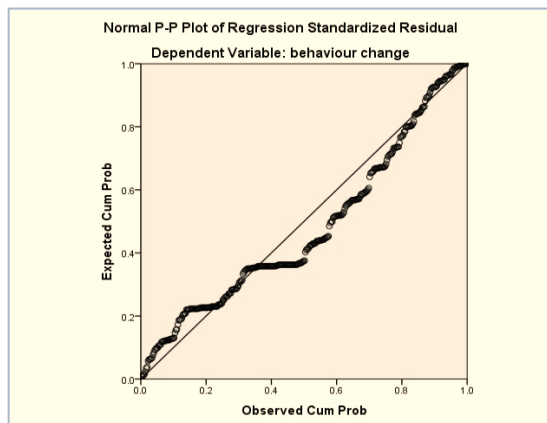


Fig 2: Showing probability plot of residuals for behavior change as dependent variable

The normality of residuals (table 2) have been checked by plotting the histogram and normal probability plot (Fig 1 & 2); we see that the distribution is very normal. The histogram is symmetrical and approximately bell shaped. For this model the dots lie almost exactly along the diagonal, which indicates a normal distribution. Hence this plot also tells us that residuals are normally distributed.

The scatter plot also tells us whether there is a linear relationship between the independent variables and dependent variables in our multiple linear regression model. The scatter plot indicates a good linear relationship between perception, job performance, self-development, climate for transfer of learning and behavior change. Therefore, the linear model for Behaviour Change will be as below (Table 4):

Table 4: Linear Model of Behaviour Change

	b	SE B	Beta	P-Value
Constant	3.052	3.211		.343
perception @ T&D	.331	.067	.235	.000
Self-development	.520	.073	.329	.000
climate for transfer of learning	.026	.081	.014	.746
job performance	.469	.081	.303	.000

(R² = 0.519 Adjusted R² = 0.513)

Conclusions & Suggestions

The conclusions can be drawn as follows: The regression model for behavior change overall predicts the behavior of employees with four independent variables perception about T&D programs, job performance, self-development and climate for transfer of learning. Behavior of employees depends on perception about training & development programs, job performance and self-development; whereas climate for transfer of learning has no effect on the behaviour of employees. The findings show that perception, job performance, self-development and climate for transfer of learning significantly predict the behavior change of employees.

Climate for Transfer of Learning has Negligible Effect on Employees Behaviour

The climate for transfer of learning has almost negligible effect on the employees behavior. In the prediction of behavior change, the climate for transfer of learning has negligible contribution with beta value as 0.014. The findings show that in the overall prediction of behavior of employees all the four independent variables that perception, job performance, self-development and climate for transfer of learning put significant impact but the contribution of climate for transfer of learning to the behavior change is negligible.

Self-Development has Higher Impact on Employees Behaviour

The findings show that amongst the four independent variables perception, job performance, self-development and climate for transfer of learning; self-development has higher impact on the behavior of employees. From the value of beta (0.329) for self-development, it can be interpreted that self-development put high impact on the prediction of employees behavior, whereas the other independent variables that perception, job performance and climate for transfer of learning have less impact on the behavior of employees.

Job Performance Considerably Put More Impact on the Behaviour of Employees:

The behaviour of employees considerably changes with the impact of job performance. The result shows that job performance has also high impact on the behavior of employees. The beta value (0.303) for the job performance shows that it has high impact on the employees behavior after self-development. It can be inferred that self-development and job performance both have high impact on the behavior change of employees, i.e. high the job performance and self-development of employees the more will be the positive change in the behavior of employees.

Hence it can be stated that job performance put more impact in the prediction of behavior of employees.

Employees Perception about T&D Programs Affect the Employees Behaviour

Amongst four independent variables perception, job performance, self-development and climate for transfer of learning; perception also has significant contribution in the prediction of behavior of employees. The beta value (0.235) of the perception indicates that it has moderate effect on the behavior of employees after self-development and job performance.

On the basis of the findings of the study the following suggestions are made to improve the behaviour of the employees working in SJVN Ltd.

Special focus should be given on the behavioral trainings. Trainings on leadership, team buildings, work life balance, managing the stress, job satisfaction and training on dealing with problems involved human relations etc. are required frequently to improve the employees' behaviour at work place. To boost the morale and confidence of employees, training and development programs should be more job specific. Special attention on behavioral trainings is required to benefit all the employees having different educational qualifications and level in the organization.

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