

# Examining the Influence of Training and Job Involvement on Employee Job Performance at Ahmedabad Janmarg Limited

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Received: 22-08-2023

Revised: 10-09-2023

Accepted: 28-09-2023

## ABSTRACT

This research delves into the intricate relationship between training initiatives, job involvement, and employee job performance within the operational landscape of the Bus Rapid Transit System (BRTS) in Ahmedabad. The study employs use of quantitative surveys to explore the multifaceted dynamics at play. By focusing on the specific context of BRTS, this research tried to explore the impact of tailored training programs on employee engagement and subsequently on their job performance. The correlation analysis revealed strong positive associations between Training and Job Performance, as well as between Job Involvement and Job Performance. Regression analyses reinforced these findings, indicating that the models accounted for a substantial portion of the variability in Job Performance on account of Training provided to the employees and very high portion of the variability for Job Involvement of the employees.

The study's outcomes highlight the significance of effective training programs and the cultivation of job involvement in optimizing employee job performance at Ahmedabad Janmarg Limited. Strategic initiatives aimed at enhancing these factors may prove instrumental in fostering a more productive workforce. It is important to note that while these findings offer valuable insights future research could delve into additional variables to provide a more comprehensive understanding of the other factors influencing employee job performance.

**Keywords:** training, job involvement, job performance, bus rapid transit system (brts), transportation

## I. INTRODUCTION

In the dynamic landscape of contemporary organizations, the success and sustainability of public transportation services hinge upon the optimal performance of its workforce. Ahmedabad Janmarg Limited (AJL) is a prominent player in the public transportation sector. This research article delves into the intricate interplay between training initiatives and job involvement in shaping the job performance of employees within AJL.

As organizations recognize the pivotal role of human capital in achieving strategic objectives, the spotlight on training programs as a catalyst for employee development intensifies. Training not only equips employees with the necessary skills and knowledge but also contributes to fostering a sense of empowerment and self-efficacy. In the context of AJL, understanding how training interventions influence the performance of its workforce becomes imperative for strategic planning and organizational growth.

Furthermore, job involvement, representing the degree of emotional and psychological investment employees have in their work, emerges as a crucial factor influencing job performance. The connection between an employee's sense of purpose, engagement with their role, and subsequent impact on job performance holds the key to unlocking organizational excellence. In the unique operational environment of a public transportation entity like AJL, where employee-passenger interactions are frequent and significant, the correlation between job involvement and job performance becomes even more pertinent.

This research aims to contribute valuable insights into the factors influencing employee job performance within AJL. By systematically examining the relationships between training, job involvement, and job performance, the findings of this study will not only provide AJL with actionable recommendations for optimizing its workforce but will also contribute to the broader discourse on effective human resource management in the context of public transportation services. As organizations continually seek innovative approaches to enhance employee performance, this research endeavours to illuminate the path toward achieving sustained excellence within the challenging realm of public transportation operations.

## II. LITERATURE REVIEW

The definition of training, as provided by Armstrong (2001), underscores its importance as a systematic development process encompassing knowledge, skills, and attitudes necessary for individuals to perform specific tasks or jobs adequately. Opatha (2009) elaborates on training, characterizing it as a formal process that instigates changes in employee behavior and motivation, ultimately enhancing job performance and, consequently, overall organizational performance. The significance of training in improving employee job performance is evident in various definitions and theoretical frameworks, such as the AMO theory, which advocates for enhancing employees' abilities, motivation, and opportunities to bolster organizational performance (Appelbaum et al., 2000). Opatha (2009) asserts that training enhances employees' abilities, benefiting both current and future job performance.

Training, when optimized, constitutes a series of on-going processes designed to enhance both employees' knowledge and skills, along with organizational systems. This comprehensive approach encompasses the training procedures themselves (Blanchard & Thacker, 1999; Vasudevan, 2014; Mozael, 2015; Huang, 2019; Alnawfleh, 2020). According to scholar such as Dessler (2010), training serves as a learning activity, facilitating the acquisition of enhanced knowledge and skills essential for effective task performance.

Additionally, Nunvi (2006), Singh and Mohanty (2012), Tzafirir (2016), and Alnawfleh (2020) propose that training functions as a deliberate intervention intended to elevate employees' job performance, thereby improving individual productivity and fostering overall organizational effectiveness, as articulated by Vasudevan (2014). In contrast, Lerman et al. (1999) and Billikopf (2003) argue that training can result in employees wasting time and grappling with adjustments and strains associated with new job responsibilities post-training. Contrary to this perspective, David et al. (2005) counterargue, suggesting that training enables employees to acquire new knowledge, skills, and abilities. Furthermore, the knowledge shared among trainees during training contributes positively to both job performance and job satisfaction.

An employee's performance on the job is fundamentally influenced by the training they have undergone (Rodriguez & Walters, 2017; Sandamali et al., 2018; Mahadevan & Yap, 2019; Alnawfleh, 2020). Job performance, in essence, refers to how effectively and efficiently an employee carries out assignments, coupled with the attitude displayed during the accomplishment of tasks (Sila, 2014). When there is an enhancement in production or productivity levels and the effective adoption of new technology is demonstrated, an individual becomes highly motivated, indicating the presence of job performance (Nassazi, 2013; Sandamali et al., 2018; Swaminathan et al., 2019). This assertion is reinforced by research conducted by Halawi and Haydar (2018) in Lebanon, emphasizing that training stimulates employee behavior and enhances their abilities to perform their jobs efficiently and productively. Moreover, training plays a vital role in employee performance, imparting essential skills necessary for various roles within the company (Diamantidis & Chatzoglou, 2018; Mahadevan & Yap, 2019; Alnawfleh, 2020). Studies such as "The Effects of Training on Job Performance" by Baldwin and Ford (1988) emphasize that training programs significantly contribute to skill development, leading to improved job performance. The study "Training Transfer: An Integrative Literature Review" by Cheng and Ho (2001) delves into the factors influencing the transfer of training and its subsequent impact on job performance. Studies like "Training in Work Organizations" by Goldstein and Ford (2002) explore the elements of effective training design and highlight their influence on job performance outcomes.

The ever-changing nature of work environments emphasizes the importance of continuous training. Organizational culture plays a crucial role in determining the effectiveness of training initiatives. The study "The Impact of Organizational Culture on the Success of Training Programs" by Tannenbaum and Yukl (1992) explores how the alignment between training programs and organizational culture influences job performance outcomes. A wealth of research indicates that training significantly contributes to enhancing employee motivation, commitment, and job satisfaction (Meyer & Allen, 1991; Sahinidis & Bouris, 2008), thereby positively impacting overall job performance.

Kanungo (1982) defined job involvement as an individual's psychological connection or dedication to their job, asserting that individuals with high job involvement genuinely care about and are deeply concerned with their work. Hirschfeld and Field (2000) describe job involvement as the way individuals perceive their jobs concerning the work environment, the nature of the job itself, and the integration of their work and personal life. The level of job involvement appears to be influenced by individual characteristics, suggesting that certain individuals have an inherent inclination to be more engaged in their work irrespective of external factors (Morrow, 1993; Rabinowitz and Hall, 1977). According to Kanungo (1982), it is defined as the extent to which an individual psychologically identifies with or commits to their job. The job involvement of employees plays a crucial role in shaping the fortunes of organizations, prompting a strategic focus on enhancing it to meet organizational goals and objectives.

Employees with significantly elevated job involvement recognize that their job plays a vital role in their daily lives (Sonntag and Krueger, 2006), indicating that their work holds greater importance than other aspects of their lives. Organ, Podsakoff, and McKenzie (2005) emphasize that an organization's ability to innovate, successfully implement business strategy, and achieve a competitive advantage is contingent upon the level of employee engagement and satisfaction in their roles.

Numerous researchers have highlighted the significant contribution of job involvement to the enhancement of employees' job performance (Johari&Yahya, 2016). Kanungo (1982) emphasized that individuals with high job involvement genuinely care about and are deeply concerned with their work.

Furthermore, research findings suggest that high job involvement not only enhances organizational citizenship behavior, emotional attachment to the organization, voluntary actions beyond job requirements, and participation in organizational decisions but also reduces the inclination to leave the job (Rotenberry&Moberg, 2007; Hermawati& Mas, 2017). Researchers advocate for organizations to prioritize enhancing job involvement as a means to increase employee productivity, thereby positively impacting job performance (Srivastava, 2013). Consequently, job involvement is considered a crucial work-related attitude that significantly contributes to fostering active and conscious employee participation in organizational activities, ultimately enhancing both individual job performance and overall organizational performance.

### III. RESEARCH METHODOLOGY

The study was conducted with the sample size of 180 employees at Ahmedabad Janmarg Limited. The employees were selected to participate in the survey using non-probability sampling method. A structured questionnaire was used to collect the responses.

#### 3.1. Hypothesis

H<sub>0</sub>1: There is no significant relationship between Training and Job Performance of the Ahmedabad Janmarg Limited employees.

H<sub>0</sub>2: There is no significant relationship between Job Involvement and Job Performance of the Ahmedabad Janmarg Limited employees.

### IV. ANALYSIS AND DISCUSSION

Among the 180 questionnaires gathered, 175 were found valid questionnaires. Upon summarizing the data from the valid responses, it was observed that out of the 175 questionnaires, 125 (71%) were completed by male respondents, while 50 (29%) were completed by female respondents. The majority of respondents (107/61%) belonged to the age group of 31-40 years. The majority of the respondents (144/82%) were working for more than 5 years.

Reliability was analysed for all the three scales for measuring Training, Job Involvement and Job Performance and Cronbach's alpha was found to be 0.789, 0.825 and 0.792 respectively.

#### 4.1 Correlation Analysis

Variables	Mean	SD	1	2
Training	3.76	1.02		
Job Involvement	3.83	1.98		
Job Performance	3.89	1.04	0.648	0.837

The correlation analysis was carried out and as shown in above table the means, standard deviations (SD) and the correlation coefficients were measured. The correlation between Training and Job Performance was found to be 0.837. It shows a strong positive correlation ( $r = 0.837$ ) between Training and Job Performance. This indicates that individuals who rate the effectiveness of the training higher are also likely to report better job performance. The correlation between Job Involvement and Job Performance was 0.648 which indicates that there is a positive and moderately strong correlation ( $r = 0.648$ ) between Job Involvement and Job Performance. This suggests that individuals who are more involved in their jobs are likely to exhibit better job performance. The positive correlations suggest that there is a tendency for higher ratings in Training and Job Involvement to be associated with higher ratings in Job Performance.

#### 4.2 Regression Analysis

The model summary for assessing the influence of Training on Job Performance is shown in table below:

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.648	.443	.431	0.5320

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.175	0.134	-	4.376	0.004
	Training	0.696	0.035	0.765	12.027	0.007

The correlation coefficient (R) is 0.648, indicating a moderate positive relationship between Training and Job Performance. This suggests that there is a significant association between the independent variable (Training) and the dependent variable (Job Performance). The coefficient of determination (R Square) is 0.443, meaning that approximately 44.3% of the variability in Job Performance can be explained by Training in the model. This suggests a moderate degree of predictability of Job Performance based on Training. The adjusted R Square, accounting for the number of predictors in the model, is 0.431. This value adjusts the R Square for the number of independent variables, providing a more accurate reflection of the model's goodness of fit. The standard error of the estimate is 0.5320, indicating the average distance between the actual Job Performance scores and the scores predicted by the model. Overall, the model appears to have a moderate fit, explaining a substantial portion (44.3%) of the variance in Job Performance based on the Training variable.

The model summary for assessing the influence of Job Involvement on Job Performance is shown in table below:

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.837	.719	.704	0.6738

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.187	0.148	-	5.297	0.026
	Job Involvement	0.738	0.029	0.794	13.647	0.031

The correlation coefficient (R) is 0.837, indicating a strong positive relationship between Job Involvement and Job Performance. This suggests a substantial association between the independent variable (Job Involvement) and the dependent variable (Job Performance). The coefficient of determination (R Square) is 0.719, meaning that approximately 71.9% of the variability in Job Performance can be explained by Job Involvement in the model. This suggests a high degree of predictability of Job Performance based on Job Involvement. The adjusted R Square, accounting for the number of predictors in the model, is 0.704. This value adjusts the R Square for the number of independent variables, providing a more accurate reflection of the model's goodness of fit. The standard error of the estimate is 0.6738, indicating the average distance between the actual Job Performance scores and the scores predicted by the model. Overall, the model appears to have a strong fit, explaining a substantial portion (71.9%) of the variance in Job Performance based on the Job Involvement variable. The high R Square suggests that Job Involvement is a significant predictor of Job Performance in this model.

**H<sub>0</sub>1:** In coefficients table, the intercept represents the estimated value of the dependent variable (Job Performance) when the independent variable (Training) is zero. The t-value of 4.376 indicates that the intercept is statistically significant at a p-value of 0.004<0.05. The coefficient for Training (B) is 0.696, indicating that for each unit increase in Training there is an estimated increase of 0.696 units in Job Performance. The standardized coefficient (Beta) of 0.765 represents the strength and direction of the relationship, and it suggests a strong positive association. The t-value of 12.027 is highly significant (p = 0.007<0.05), indicating that the effect of Training on Job Performance is statistically significant. Therefore, null hypothesis that there is no significant relationship between Training and Job Performance of the Ahmedabad Janmarg Limited employees is rejected and there exists statistically significant relationship between Training and Job Performance of the Ahmedabad Janmarg Limited employees.

**H<sub>0</sub>2:** In coefficients table, the intercept represents the estimated value of the dependent variable (Job Performance) when the independent variable (Job Involvement) is zero. The t-value of 5.297 indicates that the intercept is statistically significant at a p-value of 0.026<0.05. The coefficient for Job Involvement (B) is 0.738, indicating that for each unit increase in Job Involvement there is an estimated increase of 0.738 units in Job Performance. The standardized coefficient (Beta) of 0.794 represents the strength and direction of the relationship and suggests a strong positive association. The t-value of 13.647 is highly significant (p = 0.031<0.05), indicating that the effect of Job Involvement on Job Performance is statistically significant. Therefore, null hypothesis that there is no significant relationship between Job Involvement and Job Performance of the

Ahmedabad Janmarg Limited employees is rejected and there exists statistically significant relationship between Job Involvement and Job Performance of the Ahmedabad Janmarg Limited employees.

## V. CONCLUSION

The analysis revealed significant and positive correlations between Training and Job Performance, as well as between Job Involvement and Job Performance. These findings suggest that employees who perceive training effectiveness more positively and are more involved in their jobs tend to exhibit better job performance.

The regression analysis further confirmed these relationships. For Training, the model explained approximately 44.3% of the variability in Job Performance, demonstrating a moderate degree of predictability. Similarly, for Job Involvement, the model explained a substantial 71.9% of the variability in Job Performance, indicating a high degree of predictability. The rejection of the null hypotheses in both cases signifies the statistical significance of the relationships between Training and Job Performance, as well as between Job Involvement and Job Performance. The coefficients table revealed that each unit increase in Training resulted in a significant increase in Job Performance, and similarly, an increase in Job Involvement was associated with a significant increase in Job Performance.

These findings underscore the importance of effective training programs and fostering job involvement for enhancing employee job performance at Ahmedabad Janmarg Limited. The strong predictive power of Job Involvement emphasizes its role as a significant factor contributing to overall job performance. Therefore, organizational strategies that prioritize well-designed training initiatives and promote high levels of job involvement can be instrumental in optimizing employee performance.

However, it is essential to recognize that other factors not considered in this study may also contribute to job performance. Further research could explore additional variables and their interactions to provide a more comprehensive understanding of the factors influencing employee job performance in the context of Ahmedabad Janmarg Limited.

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