

# Impact of Training on Administrative Staff Performance of Central Universities in India: A Case Study of Jamia Millia Islamia

Shazia Nabi<sup>1</sup>, Dr. N.U.K. Sherwani<sup>2</sup>

<sup>1</sup>Research Scholar, Deptt of Commerce and Business Studies, Jamia Millia Islamia, New Delhi, India

<sup>2</sup>Professor, Dept of Commerce and Business Studies, Jamia Millia Islamia , New Delhi, India

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## ABSTRACT

**Training is an imperative strategic tool for improving the employees' performance. In any organization, machines and materials are useless without the effective engagement of human resources. The purpose of this study is to investigate the impact of training on the performance of non-teaching employees of Jamia Millia Islamia – a Central University. This study is empirical in nature. Data is collected from 100 employees of Jamia Millia Islamia through a structured questionnaire by using stratified random sampling. Reliability of data is checked through Cronbach Alpha. Data analysis is done by using Karl Pearson's Coefficient of Correlation and regression techniques through SPSS. The results reveal that there is a positive and significant relationship between training and employee performance. This result will be of good help for the universities' administration as it will assist them to chalk out proper planning and implement strategies for their non-teaching staff.**

**Keywords: Administrative staff, Central universities, Impact, Performance, Training.**

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## INTRODUCTION

“Training is an art of increasing knowledge, skills and attitude of an employee for improving his performance on the job” (S. K. Bhatia, 2005). Training molds the behavior, knowledge and skills of the employees so that their performance will be improved. Training helps to reduce the level of fear for doing the new tasks (Noun, 2013). Due to the technological advancement it has become necessary to update the required changes and skills of employees. The need of training and development (T&D) activities depends upon organization to organization. Training period also depends upon the organizations needs and nature of work. Training and Development are more effective when the training methods matches the type of jobs needed and learning styles of the employee/participants (Noun, 2013). In many organizations training is provided mostly to the new employees. But periodical training of old employees is as important as freshers training in order to keep them updated regarding the rapid change in various policies and procedures as well as for technological advancements or updations and enables them enhance their knowledge and skills they already have. Our society, as a whole, is also essentially concerned in educational and training programs so that the talents of its citizens can be utilized effectively and it also promotes employment. (Flippo, 1986). A University has its existence with the students, teaching employees or academic staff and non-teaching staff or administrative staff. At the University level, students are considered as fundamental part of the University, the teaching employees are considered as key players and administrative or non-teaching employees are regarded as pillars in the functioning of the university. The administrative staff support the university through their work which enables the smooth functioning of the University. Jamia Millia Islamia is a central University and it works under the funding by University Grants Commission (UGC). The administrative staff must have to be updated with UGC's guidelines and changing technology. Their training is very important because they have to deal with various categories of work like dealing with student matters right from their admission process to the conducting of examination and distribution of degrees and other matters of teaching and non-teaching staff like salary, taxation, adjustment bills, scholarships, LTC rules, recruitment, budget, finance, Information Technology etc. and periodical updations of all these matters give rise to periodical or regular training of the non-teaching employees.

### **Profile of Jamia Millia Islamia**

Jamia Millia Islamia was established in 1920. The campus of Jamia Millia Islamia was established at Aligarh. It was shifted from Aligarh to Delhi in 1925. In the language of urdu the meaning of Jamia is “Institution” and Millia means

“National”. Sarojini Naidu, the nightingale of India has said that “The founders of Jamia Millia Islamia have built it stone by stone and and sacrifice by sacrifice”. Rabindranath Tagore called it “one of the most progressive educational institutions of India. In year 1988, by the Act of Parliament Jamia Millia Islamia was made a Central University. On February 2011 Jamia was granted a status of “Minority Institution” by the National Commission for Minority Educational Institutions under Article 30(1) of the constitution read with Section 2(G) of the National Commission for Minorities Institutions Act. Also, the NAAC accredited Jamia Millia Islamia as an “A” grade Central University. Jamia Millia Islamia is an entity of a several courses of education covering all phases of schooling, under-graduate and post-graduate education. Jamia Millia Islamia has Nine Faculties and Thirty Centres. It comprises total staff of 3000 out of which 2060 employees are permanent and rest of the employees are working on contract basis. From 2060 permanent employees 789 employees are Teaching staff and 1271 employees are Non-Teaching staff.

## LITERATURE REVIEW

**Dr. Anjum Ashrafi (2010)** “training is needed for old employees whenever new machines and plants are introduced as these may have different procedure of working”. **Alex Anlesinya et al. (2015)** states that it is essential to give training to employees in their area else they will not add value to their performance and it will affect their development. He further stated that the lack of good leadership support and resources required for effective training can make a highly developed employee contribute less to the organization. In other words, it will make his efforts less fruitful for the organization. **(Flippo, 1986)** Employee training and development leads to the organizational increased productivity, high morale, reduction in cost, and increase the employee ability and flexibility to adopt to necessary changes and also helps them to make better career opportunities. **Anam Amin et al. (2013)** have conducted a survey on impact of employee training on the job performance in education sector of Pakistan. The authors have used the two variables i.e. training & development (Independent Variable) and Job Performance (dependent variable). They have further segregated the Independent variables into 5 parts i.e., benefits of training, development, on time training, policies of organization and on the job & off the job training. Data was collected through questionnaire and was analyzed with correlation and regression techniques. The authors found that independent variables have significant positive relationship with the dependent variables. **R. Anitha and Dr. M. Ashok Kumar (2016)** have conducted a case study on the impact of training on employee performance in private insurance sector. The results revealed that performance level of the employees improved due to the training given to them. **Samuel howard quartey (2012)** highlighted about the effect of employee training on the perceived organisational performance of the print media industry in Ghana, West Africa and found that most of the employees are conversant and they take part in the training programmes but training programmes were not frequent. Also, the recent attention to employee training was on industry’s performance and it was correlated with training programmes in relation with quality of product, sales, profit, market share, satisfaction of customers, retention of employees, job satisfaction, reduction in wastage & production volume. **Uzma Hafeez and Waqar Akbar (2015)** have made a study on the impact of training on employee performance in Pharmaceutical Industry. They have considered “training” as independent variable and “Employee Performance” as dependent variable. Data was collected through questionnaire from 356 employees in four companies. The result showed that after getting training the employees become more and more efficient in their work. **Shefali Verma & Rita Goyal (2011)** made an attempt to examine the relationship between training and productivity in Life Insurance Corporation. For this purpose various practices of training and development in Life Insurance Corporation of India have been studied. Here the performance of employee was checked in terms of improving the quality in productivity, Absenteeism of employee and their job satisfaction. The study revealed that training is important for the organization’s proper and effective functioning. **Karen Shelton (2001)** studies the development of employee programs for job satisfaction and retention of employees. The author found that training and development is one of the factor which affects the satisfaction of employees. They also found that training and development is also a significant factor which makes the employees not to leave the company. **Alexandros G. Sahinidis and John Bouris (2007)** highlighted about employee perceived training effectiveness relationship to employee attitudes that although no causal relationship were found, but co-relations indicate that concepts examined are inextricably related. **William J. Rothwell H.C Kazanas** says that training includes well planned activities of learning which makes the performance of an individual much better in terms of enhancement of knowledge, improvement in skills or attitudes. In other words, training is that experience which aims at meeting the necessary job requirements, rectifying and improving the deficiencies of knowledge or skills, discovering new knowledge, and helping an individual to prepare for future opportunities or career. **Shakeel and Samreen Lodhi (2015)** conducted a case study on Impact of training and development on employee performance. Data analysis was done by using correlation and regression method on SPSS. It was found that there is a positive relationship between training and development and employee performance. **Mubashar Farooq and Muhammad Aslam Khan (2011)** analyzed the impact of training and feedback on increasing the performance of the employees. The authors concluded that in order to get desired performance from the employees, the organisation should conduct effective training programs and techniques for them. **Laing (2009)** made a study on impact of training and development on work performance and productivity in public sector organizations. The author found that

training is a better device to improve superior skills, employee knowledge, their capabilities and personalities. Also, training helps in increasing the production of the organization. **Hassan Raza (2014)** has made analysis on impact of training and development on organizational performance. The study was quantitative in nature. The data was collected with the help of Likert five point scale questionnaire. Data analysis was done by using Descriptive statistics and Regression method. The author has segregated the training and development variable into three sub variables i.e. learning organization and its strategic T&D alignment, Training Need Analysis (TNA) and training formulation including implementation and its evaluation. The results revealed that the organizational performance improves by improving the performance of the employees.

**Gaps in Literature** – There are various researches done on the topic of training and development of employees. After doing literature review of most of the articles and research papers it has been observed that most of the studies have been done on employees of the areas of corporate sector, service sector etc. and less study have been conducted on administrative staff of educational institutions. Also it has been observed that the researches on staff of educational institutions are very much less in India as compared with foreign studies.

### SIGNIFICANCE OF THE STUDY

Although, Non-teaching employees are not involved in the teaching program but their function is equally important for smooth functioning of the university. According to Dr. M. A. Azeem et al. (2014) the Teaching staff may be considered as Heart of the University and Non-Teaching staff are considered as Central Nervous System of the University. The services of Non-Teaching Staff helps to achieve the goals and objectives of the University. Non-teaching staff are basically ignored because they are considered the least part of the organization. There are so many studies which have been conducted in various industries as well as at University level also but largely on teaching staff. The study regarding the Non-teaching employees remains mostly unstudied in India. They are often ignored in terms of training which not only slow down their performance but can also affect their development and career growth opportunities. Although in administration level also they have a lot of higher positions to hold on like from Lower Division Clerk (LDC) to Upper Division Clerk(UDC), UDC to Office Assistant(O.A), O.A to Section Officer, and so on upto V.C and Chancellor of the University. Training is the key element for improving the effectiveness of organization and competency among individuals. With the enhancement of performance of employees, training also helps in personal development, the employees will be more confident for new tasks, managing work load, time management, improving communication skills, positive attitude etc. Non-teaching staff in Jamia Millia Islamia comprises of over 61.6 percent of the total work force. The result of this study will be very useful to the university administration because it will assist them in proper planning and implement strategies for the Non-teaching staff at Jamia Millia Islamia and other universities.

### RESEARCH OBJECTIVES

1. To identify the factors influencing performance of employee.
2. To examine the impact of training on the performance of administrative staff of Central Universities.
3. To suggest measures to improve the training programme for administrative staff in Jamia Millia Islamia.

### Hypotheses of the Study

**H<sub>01</sub>:** There is no significant relation between training and employee performance.

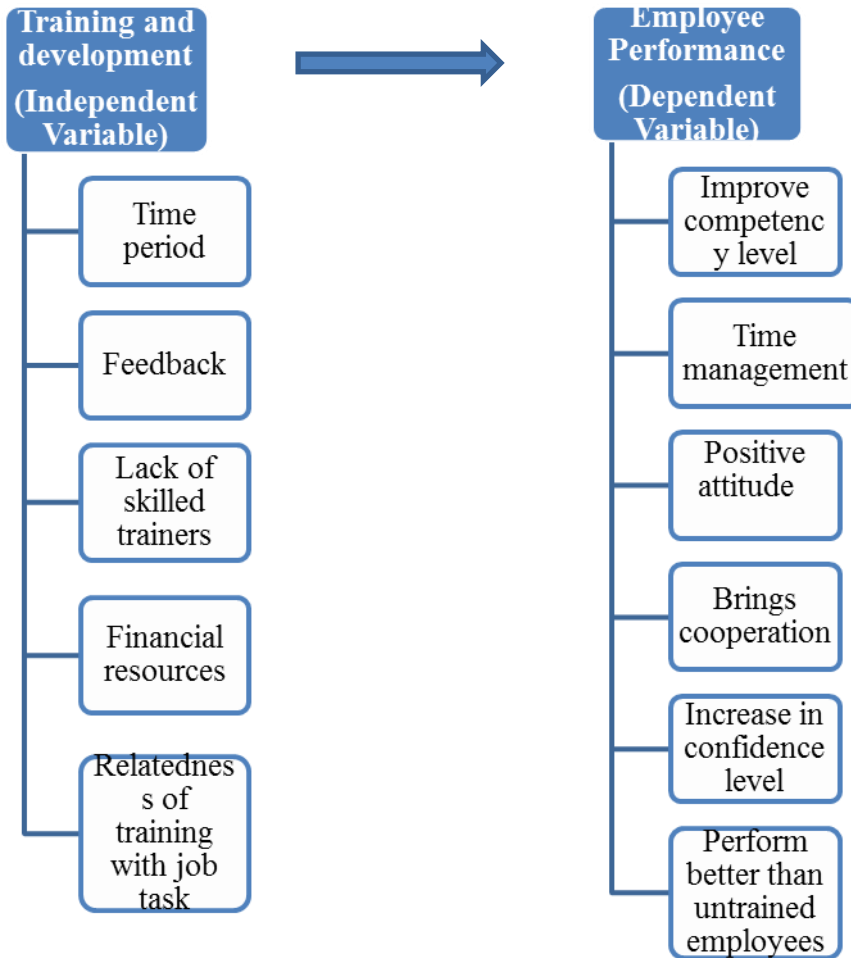
**H<sub>02</sub>:** Training does not impact the performance of administrative staff of (Central) Universities.

### Research Methodology

The methodology will comprise the applications of certain statistical tools suitable to the nature and scope of the study. It will comprise of the following:-

- **Universe** – Jamia Millia Islamia
- **Target Population** – The target population of the study consist of permanent Non-Teaching staff comprising of Section Officers, Office Assistants, Upper Division Clerks and Lower Division Clerks. Contract Non-Teaching employees are not included in the study because they are not given any training.
- **Sampling unit and Sampling procedure**– 100 respondents were selected randomly from each category to study about the effect of training on administration staff in Jamia Millia Islamia. The class 4 employees like Peons and Safaikarmchari are not include in the samples of universe because these staff are not provided any kind of training. This research has used the primary data. Likert's Five Point Scale Questionnaire i.e., 1. Strongly agree, 2. Agree, 3. Neutral, 4. Disagree, 5. Strongly Disagree was used. Also, other information regarding training was collected through personal interview from the concerned employees at Teacher's Training Institute (TTI)

Conceptual Framework



**Analysis and Interpretation**

The data is analyzed on SPSS. The sample size is 100 respondents and out of which 90 questionnaires were duly filled and returned and 10 were incomplete. It means 80 questionnaire were found good for analysis. According to Mugenda and Mugenda (1999), if response rate is of 50% it is considered adequate for analysis, if it is 60% it is considered good for analysis and if the response rate is 70% and above it is considered excellent for analysis. On the basis of this assertion, our response rate is considered to excellent.

**Reliability** – Reliability measures the degree to which statistics yields consistent results after repeated trials. The reliability analysis is checked through Cronbach’s Alpha. The Cronbach alpha value for all the variables of training factors and employee performance are found to be .81 which shows reliability of the survey is good.

**Table No. 1 Descriptive Statistics**

Sr. No.	Variable	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Standard Deviation
<b>Training and Development</b>								
1	Time Period	6 (7.5%)	43 (53.8%)	6 (7.5%)	16 (20.0%)	9 (11.3%)	2.73	1.19
2	Feedback	9 (11.3%)	40 (50.0%)	8 (10.0%)	19 (23.8%)	4 (5.0%)	2.61	1.11
3	Lack of Skilled Trainers	15 (18.8%)	45 (56.3%)	8 (10.0%)	9 (11.3%)	3 (3.8%)	2.25	1.01

4	Financial Resources	7 (8.8%)	29 (36.3%)	14 (17.5%)	22 (27.5%)	8 (10.0%)	2.93	1.18
5	Relatedness of Training with Job	23 (28.8%)	43 (53.8%)	4 (5.0%)	7 (8.8%)	3 (3.8%)	2.05	1.01
<b>Employee Performance</b>								
6	Improve Competency Level	11 (13.8%)	52 (65.0%)	7 (8.8%)	7 (8.8%)	3 (3.8%)	2.23	0.93
7	Time management	22 (27.5%)	44 (55.0%)	5 (6.3%)	8 (10.0%)	1 (1.3%)	2.02	0.92
8	Positive Attitude	13 (16.3%)	47 (58.8%)	7 (8.8%)	12 (15.0%)	1 (1.3%)	2.26	0.95
9	Brings Cooperation	13 (16.3%)	49 (61.3%)	9 (11.3%)	6 (7.5%)	3 (3.8%)	2.21	0.93
10	Increase in confidence level	18 (22.5%)	46 (57.5%)	7 (8.8%)	8 (10.0%)	1 (1.3%)	2.1	0.90
11	Perform better than untrained employees	29 (36.3%)	38 (47.5%)	5 (6.3%)	7 (8.8%)	1 (1.3%)	1.91	0.94

The mean score of various T&D factors and Employee Performance is shown above in Table no. 1. The first five items are about T&D factors. 53.8% employees are agree and 7.5% are strongly agree with the time period provided for the training while only total of 31.3% of employees are disagree with the time period of training. A total of 61.3% of employees are satisfied with the feedback provided after training, 10% remained neutral while 28.8% of the respondents are not satisfied with the feedback provided. As far as availability of skilled trainers is concerned 75.1% of the respondents agreed that skilled trainers affects their training, 10% of respondents are neutral and only 15.1% respondents does not agree that skilled trainers affects training. For the financial resources, 36.3% respondents are agree and 8.8% respondents are strongly agree that financial resources affects training, while 17.5% respondents are neutral and total of 37.5% respondents disagree that financial resources affects training. If we talk about relatedness of training with job, majority of the respondents i.e. 82.6% feel that the training which is provided to them is related with their job task, only few respondents feel that training is not related with their job task.

The next six items are about employee performance. 78% respondent feel that competency level improves due to training, while 8.8% respondents are neutral and 12.6% respondents feel that competency level does not increases due to training. As far as time management skill is concerned, 82.5% respondents feel that their time management skills have improved after attending training programs, 6.3% of respondents were neutral and 11.3% respondents feel that their time management skills has not improved. Majority of the respondents feel that training helps to bring positive attitude and cooperation among them while only few were neutral and some feel it does not bring positive attitude and cooperation. 80% of the respondents says that training brings confidence in them, 8.8% respondents were neutral and only 11.3% respondents does not feel any confidence in them. If we compare trained and untrained employees, 83.8% of respondent feel that they perform better after attempting training programs and only 10.1% respondents were disagree that trained employees perform better than untrained employees. So it is evident from the result that trained employees perform much better than untrained employees. Hence, we can say that training has lot of benefits. The employees learns a lot in terms of management of time, improvement of skills, etc.

**H<sub>01</sub>:** There is no significant relation between training and employee performance.

**Pearson correlation and Regression** – This study has used inferential statistics such as Pearson correlation and simple regression method to analyze the data. The Correlation is used to study about association between two variables. The Regression analysis is used to know the cause and effect relationship between the variables. We have used the Pearson correlation in order to check the **H<sub>01</sub>**.

**Table 2 Correlations**

		TD	EP
TD	Pearson Correlation	1	.367**
	Sig. (2-tailed)		.001
	N	80	80
EP	Pearson Correlation	.367**	1
	Sig. (2-tailed)	.001	
	N	80	80

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Pearson correlation is used to find whether there is relationship between training and employee performance. As shown in the table 2 above the value of correlation between training and employee performance is .367 which shows the positive moderate relationship between variables.

**H<sub>02</sub>:** Training of employee does not impact the performance of administrative staff of (Central) Universities.

**Table 3 Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.599	.283		5.654	.000
	TD	.378	.108	.367	3.483	.001

a. Dependent Variable: Employee Performance

Further, we have used linear regression analysis to find the amount of change in dependent variable due to Independent variable. In table 3 the value of A is 1.599 and value of beta is .367 which shows the training is significant for performance of employees. It means that there is a significant positive relationship between training and employee performance and relationship was found statistically significant at P is less than 0.05.

### CONCLUSION AND RECOMMENDATIONS

The aim of this research is to analyze the impact of training on performance of Non-Teaching employees. After applying certain statistical tools the results reveal that there is a significant positive relationship between training and employee performance. Human resources are the key players in the education sector. Hence, we can say training somewhere positively impacts the performance of employees. Training has lot of benefits and it is clear from the results that employees who receive training learns a lot in terms of management of time, improvement of skills, creates more confidence, moulds behavior with positive attitude and cooperation, perform better than untrained employees. Most of the employees finds it valuable and beneficial in order to improve their performance.

Although the results of the study is positive but still there are some fluctuations in the opinion of the employees. After analyzing questionnaire and conducting personal interview we come to know that there are some factors which needs to be improved. Most of the employees feel that lack of skilled trainers affects training. The university should provide experienced and knowledgeable trainers so that employees can learn more and more from them. Some employees feel that time period is not of sufficient duration. The university can adjust the time period according to the job task of the employees or they can extend the duration of the training period so that employees will learn better. Also, some employees feel that feedback is not provided to them. There should be proper feedback system for the employees. With the feedback of the employees, the trainers will come to know where they are lacking in their knowledge and skills and they can help employees to improve it. It has also been analyzed that most of the employees feel that sometimes the training program is not organized due to the lack of financial resources. The university should create sufficient fund for providing training programs to the employees. Training is very important element in the performance of the employees.

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