

Enhancing Employee Performance: Insights from Training and Evaluation in Bhojpur District Government Offices

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Abstract

Employees are the lifeblood of any company. The effectiveness of the company's workforce determines whether it succeeds or fails. The article offers a concise assessment of the literature on the benefits of training and evaluation insights for enhancing employee performance. This paper examined how training and evaluation criteria and practices affect the employee performance of the government employees of Bhojpur district headquarters and offered recommendations for how government offices might boost employee performance through efficient training initiatives and prudent performance evaluation practices. The study's methodology is in line with mixed research designed with a descriptive-analytical approach examining the literature and several empirical studies on the efficacy of training and performance evaluation in enhancing employee performance, as well as the rigorous analysis of the surveyed data on the employees of government offices in Bhojpur District. The findings highlight the need for organizations to develop training programs that address key areas for improvement, while also ensuring accessibility and relevancy. Moreover, organizations should strive to establish effective evaluation systems that provide regular feedback, clear criteria, and a balance between subjective and objective measures. The paper offers suggestions for the bureaucrats to assess employee performance and find out the true causes of the performance problem so the problem can be solved in time by incorporating desired training programs and flexible yet modern performance evaluation practices.

Keywords: Employee Performance, Performance Evaluation, Training

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Introduction

Every industry deals with practices that are successfully implemented to meet their standards. HRM is the branch of management techniques in charge of creating, developing, and managing the human aspect. Training is critical at all stages of HR development. Numerous studies have previously shown that there are strong correlations between training procedures and various indicators of employee performance. It is believed that successful businesses invest more in training than unsuccessful ones do because the training helps employees learn the details of their jobs more thoroughly and allows people to learn from their real-world experiences, which outperforms academic knowledge (Al-Mzary, Al-Rifai, & Al-Momany, 2015). The world has become highly competitive with regard to the quality of service provided. Quality of service can be maintained by continuous development of both the employees

as well as other factors. Training is like investing in people to enable them to perform better and to empower them.

Several studies linking HRM and performance have been published; others have been presented in conference papers or are available as working papers. They are primarily, but not entirely, cross-sectional. The studies vary in quality, particularly in terms of measuring HRM policy and practice, but they all share a tendency to exhibit some statistical sophistication. While some cover a wide range of industries, others specialize in a few (Guest, 1997). Training plays a distinct role in achieving an organizational goal by integrating the interests of the organization and the workforce. (Stone R J. Human Resource Management, 2002).

Training plays a fundamental role in equipping employees with the necessary knowledge, skills, and competencies to carry out their duties effectively. Properly designed training programs can enhance employees' understanding of their roles and responsibilities, improve their technical expertise, and foster a positive work environment. By exploring the existing training practices in government offices of Bhojpur district, we can identify strengths and weaknesses in the current approach and propose recommendations for more targeted and impactful training interventions.

Evaluation of employee performance is another crucial aspect of enhancing productivity and efficiency. Effective evaluation methods provide valuable feedback to employees, enabling them to identify their strengths and areas that require improvement. Moreover, evaluations offer insights to supervisors and managers, enabling them to make informed decisions regarding promotions, rewards, and professional development opportunities. By examining the evaluation processes in government offices of Bhojpur district, we can assess the effectiveness of current evaluation practices and suggest improvements that align with best practices and organizational goals.

This research article aims to contribute to the existing body of knowledge on enhancing employee performance by focusing on the specific context of government offices in the Bhojpur district. By examining the training and evaluation practices employed in these offices, we can provide valuable insights and recommendations that can be applied not only to the district in question but also to similar government organizations across the region or country. The findings of this study have the potential to inform policy decisions and promote better governance practices by improving the performance and effectiveness of government employees in the Bhojpur district as well as nationwide.

In the following sections, we will review relevant literature, discuss the theoretical framework underlying employee performance enhancement, describe the research methodology, present the results, and conclude with recommendations for improving training and evaluation practices in government offices of Bhojpur district. By addressing these crucial aspects, this research article seeks to contribute to the development of more efficient and effective government institutions that can better serve the needs of the local population.

Research problem

This research starts with the awareness that there is a need to effectively administer the training and performance evaluation impact on employee performance. Training is a systematic procedure that improves an employee's skill sets, abilities, insight, and expertise required to perform effectively on the job. Overall, training has an impact on organizational competitiveness, revenue, and performance.

The performance of employees in government offices plays a vital role in ensuring effective service delivery, policy implementation, and overall governance. However, despite the significance of employee performance, there is a dearth of comprehensive research focused specifically on the training and evaluation practices that can enhance the performance of government office employees, particularly in the context of the Bhojpur district.

The research problem addressed in this study is the lack of in-depth understanding regarding the current training and evaluation practices in government offices of Bhojpur district and their impact on employee performance. While some studies have explored employee performance enhancement in general organizational settings, there is a need for research that specifically examines the unique challenges and opportunities faced by government offices in this district. By investigating the training and evaluation practices in Bhojpur district, we can identify gaps and develop tailored strategies to enhance employee performance in these specific contexts.

Holding the preceding discussion in mind, the primary purpose of this study is to provide an answer to the following research question.

Research questions

1. What is the purpose and significance of training in improving employee performance?
2. How important is employee performance for the success of an organization?
3. What are the current training practices employed in government offices of Bhojpur district? How effective are these practices in equipping employees with the necessary skills and knowledge?
4. How are employee performance evaluations conducted in government offices of the Bhojpur district?
5. What recommendations can be proposed to enhance the training and evaluation practices in government offices of Bhojpur district, with the aim of improving employee performance and overall organizational effectiveness?

The study focuses on the phenomenon in order to better understand how effective training leads to superior employee performance and organizational productivity. It also includes a checklist for designing effective training programs to improve employee performance.

Objectives of the study

The following goals might be deduced from the pertinent evaluation of many studies, papers, magazines, and publications on the subject at hand:

1. To explore the purpose and significance of training.
2. To determine the importance of employee performance.

3. To explore the current training and employee performance evaluation practices employed in government offices of Bhojpur district.
4. To investigate the relationship between training and employee performance.
5. To investigate the relation between Performance Evaluation practices and employees' performance.

Limitations of the study

This research article aims to provide valuable insights into enhancing employee performance through training and evaluation practices in government offices of Bhojpur district. However, there are limitations that may affect the generalizability and scope of the findings. These include sample size and selection, geographical specificity, self-reporting bias, time constraints, and external factors such as economic conditions, political changes, or organizational restructuring. Despite these limitations, the study is expected to provide valuable insights and recommendations for enhancing employee performance in government offices of Bhojpur district.

Based on the problem of the study, the researcher formulated the following proposition:

- There is a significant positive correlation between employee training and employee performance, and
- The employee performance evaluation process positively influences employee performance.

Review of literature

Training

The term "training" refers to closing the performance gap between the targeted performance standard and the existing performance. Training may be provided through a variety of techniques, including coaching, mentoring, peer collaboration, and engagement from subordinates. This collaborative effort allows workers to actively participate in their work and results in greater performance, which enhances organizational performance. A fundamental idea in human resource development is training. It involves teaching and practising a specific talent until it reaches the target level. An employee can be placed in a situation where they can accomplish their job accurately, successfully, and conscientiously with the help of training, which is a very valuable tool. Training is the process of enhancing a worker's knowledge and abilities to do a specific profession. By substituting efficient and effective work-related activities for outdated and ineffective methods, training increases self-efficacy and produces greater performance on the job (Kathiravan, Devadason and Zakkeer, 2006).

Training is "any attempt to improve employee performance on a currently held job or one connected to it,"(Goldstein and Ford, 2002). This definition emphasizes that improving employee performance at work is the main objective of training. Noe, Hollenbeck, Gerhart, and Wright (2010) offer a different definition of training, referring to it as an organized effort to enable employees to develop job-related information, skills, and behaviour. This concept highlights the planned character of training and its emphasis on creating knowledge, skills, and behaviour that are relevant to the workplace.

Effective training depends heavily on the strategies used. Historically, lectures and movies have been utilized often as traditional teaching tools. But as technology developed, new training approaches like virtual reality, simulations, and e-learning arose. There has been extensive research on how well these new training techniques work in reaching their intended objectives. For instance, Salas, Tannenbaum, Kraiger, and Smith-Jentsch (2012) concluded that e-learning can be a successful training strategy, especially for knowledge-based training.

The importance of training

First and foremost, training is crucial for raising employee performance. Salas, Tannenbaum, Kraiger, and Smith-Jentsch (2012) assert that training can enhance staff members' knowledge, abilities, and attitudes, which in turn can enhance job performance. Second, training is crucial for the advancement of both employees and careers. Organizations can provide workers with the information and skills they need to take on new roles and responsibilities in the future. Employee career advancement and greater contribution to the objectives of the company can result from this (Noe, Hollenbeck, Gerhart, & Wright, 2010). Moreover, training can increase employee motivation, which raises levels of job satisfaction and engagement (Saks & Haccoun, 2010). Finally, retaining a competitive advantage requires training. Companies that engage in employee training are more likely to have a highly competent and motivated workforce, giving them an advantage over rivals (Noe et al., 2010).

Training has several benefits that contribute to improved employee performance. Firstly, training can increase an employee's knowledge and understanding of their job, enabling them to perform their duties more effectively. Secondly, training can help employees to develop new skills and abilities, which can increase their confidence and lead to better performance. Additionally, training can improve an employee's motivation and job satisfaction, which can lead to improved performance.

The literature on the importance of training, in conclusion, offers a variety of justifications for why businesses should spend money on staff training. In addition to enhancing employee performance, training can help firms maintain a competitive edge by assisting with technology and environmental adaptation. It can also support employee development and career growth. These advantages underline the crucial part that training plays in establishing organizational success.

Employee performance

Human resources are extremely important and the backbone of any organization, as well as the organization's primary resource. So organizations invest a significant amount of funds on human resource capital because the performance of the human resources will ultimately improve the organization's performance. Performance is a major broad phenomenon aimed at achieving outcomes and has a powerful link to an organization's strategic goals (Mwita, 2000). Training and performance of the workforce are directly related. Training, in its simplest form, is the formal and systematic adjustment of behaviour that results from learning through education, instruction, development, and planned experience (Michael Armstrong, 2000). The study of (Paat and Rumokoy, 2015) aimed to examine the variations in employee performance before and after training, including several variables such as quality and amount of work,

planning and organization, initiative and commitment, teamwork and cooperation, and communication. Their study's findings demonstrated a considerable difference between employee performance before and after training in terms of quality and quantity of work, planning and organization, initiative and dedication, teamwork and cooperation, and communication. One effective approach for raising employee performance is the training program. As a result, it is advised that Bank Indonesia's management raise the training's efficacy and broaden the range of the materials and modules it will cover. Organizations are aware of their limitations in dealing with new difficulties in the rapidly evolving economic world and uncertain environmental conditions. However, he goes on to say that in order for businesses to remain competitive in the market, they must engage in training programs that will equip their staff with the skills necessary to deal with uncertainty and make quick, wise decisions (Tai, 2006).

Employee motivation is one of the major elements affecting employee performance. Motivation is the urge or desire people feel to accomplish their goals (Latham & Pinder, 2005). According to research, motivated workers are more likely than unmotivated workers to deliver superior results (Colquitt, Lepine, & Wesson, 2019). Companies can increase employee motivation by rewarding and recognizing good work, fostering a positive work atmosphere, and providing possibilities for career advancement (Locke & Latham, 2013). Employee engagement is a significant aspect that affects employee performance. The level of dedication and participation that employees have with their work and the business is referred to as employee engagement (Saks, 2006). According to research, motivated workers are more likely to deliver superior results than demotivated workers (Macey & Schneider, 2008). By giving workers the chance to participate in decision-making, encouraging a sense of community and belonging, and giving them meaningful job assignments, organizations may increase employee engagement (Saks, 2006). Employee performance can also be enhanced by efficient performance management systems. Setting performance objectives, giving feedback and coaching, and evaluating employee performance are all part of performance management systems (Pulakos, Mueller-Hanson, Arad, & Moye, 2015). According to research, efficient performance management programs can raise employee engagement, job satisfaction, and output (DeNisi & Pritchard, 2006).

The main objective of the study of Falola and his colleagues (2014) was to examine the impact of training and development on employee performance and organizational competitive advantage in the Nigerian banking sector. Using a straightforward random sample methodology, the researchers used the descriptive research method with 233 valid questionnaires that were completed by chosen banks in Lagos State, South-West Nigeria. To describe the acquired data in a comprehensible way, descriptive statistics were used to examine the data. The outcomes demonstrated a significant correlation between training and development, worker performance, and competitive advantage. The results summary shows a significant link between the independent factor and the tested dependent variable.

The relationship between training and employees' performance

The relationship between employee performance and training has been an ongoing topic of contemporary organizations. With training, companies can enhance the

expertise and abilities of their workforces, which may raise work efficiency. Training has been shown to enhance employee performance. According to Blume, Ford, Baldwin, and Huang (2010), there is a nexus between individual performance and training. According to the study, people who received training were more likely to do well at their jobs and report feeling more satisfied with their jobs. According to Nickels (2009), training can lead to improved productivity, lower overhead costs, greater commitment, and greater fulfilment in work. Training is crucial for organizational advancement, productivity and effectiveness, enhancing profitability, and positioning businesses to compete and maintain their place at the top (Becker et al, 2011). Management of staff performance can lead to incredibly complex and intensely emotive evaluations. Employee motivation is a critical element that could assure that they concentrate on the aims and goals of the business. This includes both in-house and external training (Grobler et al. 2006).

Employee performance in both human resources and the organization is improved by training. The employees are more likely to try to solve difficulties if they are fully engaged in training issues that are pertinent to their jobs (Safferstone, 2007). The findings of a related study conducted by Gerhart and Fang (2014) showed a favorable relationship between training and organizational and personnel performance. According to the study, training had a positive effect on employee performance, which in turn improved organizational performance. Also, the type of training can affect how training and worker performance are associated. Generic training has a weaker relationship with worker performance than job-specific training (Lim and Morris, 2006). This demonstrates that employee education programs that are properly tailored to the requirements of the job may be more effective in increasing productivity. Perhaps even more crucial than the sort of exercise is the time of it. According to a Burke and Hutchins (2007) study, training that was given just before employees were expected to use their new skills had a greater impact on boosting employee performance than training that was given later.

To conclude, the studies show that it is indeed feasible for training to improve production efficiency, which can then improve corporate outcomes. The type of training delivered when it is provided, and how much assistance the company provides can all have an impact on how effective a training program is. Organizations should consider these factors when developing and implementing training initiatives targeted at improving employee performance.

The relationship between performance evaluation practices and employee performance

Performance evaluation, also known as performance appraisal or performance assessment, is a systematic process of assessing and measuring employees' job performance and contributions to organizational goals (Dessler, 2020). It involves the evaluation of an employee's performance against predetermined criteria, such as job objectives, competencies, or key performance indicators (Bretz & Milkovich, 2019). Performance evaluation serves multiple purposes, including providing feedback, identifying strengths and areas for improvement, making decisions regarding

promotions or rewards, and facilitating employee development and growth (DeNisi & Murphy, 2017).

Several studies have highlighted the link between performance evaluation practices and employees' job satisfaction. For instance, Smith and Johnson (2018) found that employees who received regular and constructive feedback through performance evaluations reported higher levels of job satisfaction compared to those who received infrequent or no feedback. Additionally, Liang et al. (2020) discovered that a fair and transparent performance evaluation process significantly contributed to employees' job satisfaction.

Performance evaluation practices also play a vital role in influencing employees' motivation levels. A study by Anderson and Williams (2019) revealed that employees who perceived their performance evaluations as fair and accurate were more motivated to achieve their goals. On the other hand, inconsistent or biased evaluations negatively affect employees' motivation and reduce their commitment to organizational objectives (Gupta & Sharma, 2021). Moreover, research by Blackwell et al. (2019) demonstrated that performance evaluations that included developmental feedback and opportunities for growth enhanced employees' intrinsic motivation.

The relationship between performance evaluation practices and employees' overall performance is well-documented in the literature. A study by Chen et al. (2017) indicated that effective performance evaluations positively influenced employees' performance outcomes, leading to increased productivity and quality of work. Similarly, a meta-analysis conducted by Johnson and Thompson (2020) revealed a significant positive correlation between performance evaluation effectiveness and employees' job performance across various industries and occupations.

Results and analysis

Table 1

Profile of the respondents

Gender	Frequency	Percent	Cumm Percent
Male	18	66.7	66.7
Female	9	33.3	100.00
Total	27	100	

Based on the data provided in Table 1 indicates the distribution of respondents based on their sex. Among the respondents, 66.7% identified as male, while 33.3% identified as female. This data suggests a gender imbalance among the respondents, with a higher proportion of male participants compared to female participants. However, it is important to consider that the sample size is limited to the 27 respondents included in the data.

Table 2*Government offices selected as samples*

Institutions of Bhojpur	Frequency	Percent	Cumulative Percent
District Hospital Office	4	14.8	14.8
District Administration Office	4	14.8	29.6
Nepal Telecom	2	7.4	37.0
Rastriya Banijya Bank	3	11.1	48.1
Agriculture Knowledge Centre	3	11.1	59.3
District Survey Office	5	18.5	77.8
Land Revenue Office	4	14.8	92.6
Nepal Bank Limited	2	7.4	100.0
Total	27	100.0	

Table 2 shows the frequency and percentage distribution of the respondents based on the government office where they work. The survey respondents were employees of various government offices in Bhojpur district headquarters. The District Survey Office, Bhojpur had the highest number of respondents with a frequency of 5, representing 18.5% of the total respondents. This was followed by the District Hospital office Bhojpur and the District Administration Office, each with a frequency of 4, representing 14.8% of the total respondents. The Nepal Telecom Bhojpur and Nepal Bank Limited, Bhojpur Branch had the lowest number of respondents, each with a frequency of 2, representing 7.4% of the total respondents.

Selection 1: Purpose and Significance of Training

This section includes the questionnaire and its responses by the respondents regarding their perception of the purpose and significance of Training.

Table 3*Understanding of the respondents regarding training and its purposes.**(What is your understanding of training and its purpose?)*

Level of Understanding	Frequency	Percent	Cumulative Percent
Limited Understanding	4	14.8	14.8
Moderate Understanding	3	11.1	25.9
Good Understanding	18	66.7	92.6
Excellent Understanding	2	7.4	100.0
Total	27	100.0	

Table 3 presents the frequency and percentage distribution of respondents based on their understanding of training and its purpose. Out of the 27 respondents, 4 (14.8%) have a limited understanding of training, 3 (11.1%) have a moderate understanding, 18 (66.7%) have a good understanding, and 2 (7.4%) have an excellent understanding.

Table 3 suggests that a majority of the respondents (66.7%) have a good understanding of training and its purpose, which is a positive indication for the research. It also indicates that the respondents have a certain level of knowledge about training, which could help in the reliability of the survey data.

Table 4*Importance of training for employee development.**(How important do you think training is for employee development?)*

Importance of Training	Frequency	Percent	Cumulative Percent
Moderately Important	2	7.4	7.4
Very Important	18	66.7	74.1
Extremely Important	7	25.9	100.0
Total	27	100.0	

Table 4 shows the responses of the survey participants regarding the importance of training for employee development. Out of the 27 participants, the majority (66.7%) considered training to be very important for employee development, followed by 25.9% who considered it to be extremely important. Only 7.4% of participants felt that training was moderately important.

Table 5*Training effect on the overall performance of employees**(How do you think training affects the overall performance of employees?)*

Impact of Training	Frequency	Percent	Cumulative Percent
Moderate impact	3	11.1	11.1
Significant Impact	16	59.3	70.4
Very Significant impact	8	29.6	100.0
Total	27	100.0	

From Table 5, it can be interpreted that a majority of the respondents (59.3%) believed that training has a significant impact on the overall performance of employees. 29.6% of the respondents believed that training has a very significant impact, while only 11.1% of the respondents believed that training has a moderate impact on employee performance. This suggests that the majority of employees in the sample believe that training is an important factor in improving employee performance. The data indicates that training is perceived to have a significant impact on employee performance, highlighting the importance of training programs for employee development in the workplace.

Table 6*Training opportunities for the employees.**(How often does your organization provide training opportunities for its employees?)*

Organization of Training	Frequency	Percent	Cumulative Percent
Never	1	3.7	3.7
Rarely	4	14.8	18.5
Occasionally	14	51.9	70.4
Frequently	6	22.2	92.6
Very frequently	2	7.4	100.0
Total	27	100.0	

Table 6 indicates that a majority of the respondents (51.9%) reported that their organization provides training opportunities occasionally, followed by 22.2% who reported that their organization provides training frequently. Only a small percentage of respondents (3.7%) reported that their organization never provides training

opportunities. This suggests that the organizations in the Bhojpur district headquarter do provide some level of training to their employees, but there may be room for improvement in terms of offering more frequent training opportunities.

Table 7

The effectiveness of the training programs in the organization.

(Do you think the current training programs in your organization are effective?)

Effectiveness of Training	Frequency	Percent	Cumulative Percent
Completely ineffective	1	3.7	3.7
Somewhat ineffective	1	3.7	7.4
Neutral/Undecided	2	7.4	14.8
Somewhat effective	15	55.6	70.4
Completely effective	8	29.6	100.0
Total	27	100.0	

Based on the responses, 85.2% of the respondents believed that the current training programs in their organization are effective, with 29.6% believing they are completely effective and 55.6% believing they are somewhat effective. Only 7.4% were neutral or undecided, and 7.4% believed the programs to be somewhat or completely ineffective. Table 7 suggests that the majority of respondents view the training programs as effective, although there is some room for improvement.

Section 2: Correlation between Training, Performance evaluation practices and Employee Performance

This section includes the questionnaire and its responses by the respondents regarding the association between training, performance evaluation practices and employee performance, and whether the training programs & Employee performance evaluation practices can enhance employees’ performance.

Table 8

The benefits of training for both the employees and the organization.

(Have you participated in any training programs in the past? If so, describe its impact on your performance.)

Benefit of Training	Frequency	Percent	Cumulative Percent
No, I have not participated in any training.	9	33.3	33.3
Yes, I have participated in training programs, and they had a slight impact on my performance.	4	14.8	48.1
Yes, I have participated in training programs, and they had a moderate impact on my performance.	10	37.0	85.2
Yes, I have participated in training programs, and they had a significant impact on my performance.	4	14.8	100.0
Total	27	100.0	

The data reveals that approximately one-third of the respondents (33.3%) have not participated in any training programs. Among those who have participated in training programs, the majority (37.0%) reported a moderate impact on their performance. A similar proportion of respondents (14.8%) mentioned that training programs had a slight impact on their performance.

In summary, the data suggests that training programs can have varying levels of impact on individual performance. While a moderate impact was most commonly reported, there were also instances of slight or significant impacts. These findings highlight the potential value of training programs in improving performance, with the level of impact likely depending on factors such as the quality and relevance of the training content, individual learning styles, and the application of acquired skills in the workplace.

Table 9

Impact of training on employee performance

(Do you think training has a positive impact on employee performance?)

Impact of Training	Frequency	Percent	Cumulative Percent
Neutral	1	3.7	3.7
Agree	18	66.7	70.4
Strongly Agree	8	29.6	100.0
Total	27	100.0	

Based on the data provided, the majority of respondents (66.7%) agree that training has a positive impact on employee performance. A significant portion of respondents (29.6%) strongly agree that training has a positive impact on employee performance. Only a small proportion of respondents (3.7%) expressed a neutral stance, neither agreeing nor disagreeing on the positive impact of training on employee performance. Overall, the data strongly suggests that training is perceived as having a positive impact on employee performance by the majority of the respondents. This highlights the importance and value of providing training opportunities to employees to enhance their skills, knowledge, and abilities, leading to improved performance in their respective roles.

Table 10

Current practices of employee performance evaluation in the organization

(How is employee performance currently evaluated in your organization?)

Practices of performance evaluation	Frequency	Percent	Cumulative Percent
Performance is not evaluated at all	1	3.7	3.7
Performance is informally evaluated by managers or supervisors	12	44.4	48.1
Performance is evaluated using subjective criteria	2	7.4	55.6
Performance is evaluated using a combination of subjective and objective criteria.	12	44.4	100.0
Total	27	100.0	

The evaluation of employee performance in the organization follows various approaches. A significant portion of respondents (44.4%) indicated that performance is informally evaluated by managers or supervisors. Similarly, 44.4% of respondents mentioned that performance is evaluated using a combination of subjective and objective criteria. A smaller portion of respondents (7.4%) reported that performance is evaluated using subjective criteria alone. Interestingly, only one respondent (3.7%) stated that performance is not evaluated at all within the organization.

In general, the data reveals that the organization currently employs a mix of informal evaluation by managers or supervisors, as well as a combination of subjective and objective criteria for performance evaluation. Enhancing the objectivity and consistency of the evaluation process, such as incorporating more objective criteria, can contribute to a more comprehensive and fair assessment of employee performance within the organization.

Table 11

*Frequency of employee performance evaluation conducted by the organization.
(How often are employee performance evaluations conducted?)*

Evaluation of employee performance	Frequency	Percent	Cumulative Percent
Never	1	3.7	3.7
Rarely (once a year or less)	16	59.3	63.0
Occasionally (2-3 times a year)	6	22.2	85.2
Regularly (4-6 times a year)	3	11.1	96.3
Frequently (more than 6 times a year)	1	3.7	100.0
Total	27	100.0	

The majority of respondents (59.3%) mentioned that performance evaluations are conducted rarely, typically once a year or less. A significant portion of respondents (22.2%) indicated that performance evaluations occur occasionally, typically 2-3 times a year. A smaller proportion of respondents (11.1%) reported that performance evaluations are conducted regularly, typically 4-6 times a year. Only a single respondent (3.7%) mentioned that performance evaluations are conducted frequently, more than six times a year.

The data indicates that the organization's approach to performance evaluations varies, with a majority of evaluations occurring rarely (once a year or less). Increasing the frequency of performance evaluations can provide more regular and timely feedback, leading to better performance management and development opportunities for employees.

Table 12

Effectiveness of the current evaluation system in the organization

Perception towards evaluation system	Frequency	Percent	Cumulative Percent
Strongly agree	1	3.7	3.7
Agree	16	59.3	63.0
Neutral	7	25.9	88.9
Disagree	2	7.4	96.3
Strongly disagree	1	3.7	100.0
Total	27	100.0	

The perception of the effectiveness of the current evaluation system in the organization varies among respondents. The majority of respondents (59.3%) agree that the current evaluation system in their organization is effective. A significant portion of respondents (25.9%) expressed a neutral stance on the effectiveness of the evaluation system. A smaller proportion of respondents (7.4%) disagreed with the effectiveness of the evaluation system. Only a minority of respondents (3.7% each) strongly agreed or strongly disagreed with the effectiveness of the evaluation system. These responses

represent the most extreme positions, with one respondent strongly agreeing and one respondent strongly disagreeing.

The data suggests a generally positive perception of the effectiveness of the evaluation system, with the majority of respondents agreeing or expressing a neutral stance. However, it also highlights the presence of some dissenting views, emphasizing the need for ongoing assessment and improvement of the evaluation system to ensure its effectiveness in supporting employee development and performance management.

Table 13

Employees' suggestions for the improvement of the performance evaluation process

(What changes would you suggest to improve the employee performance evaluation process?)

Suggestions for performance evaluation	Frequency	Percent	Cumulative Percent
The evaluation process should be more frequent	6	22.2	22.2
The criteria for evaluation should be more clearly defined	2	7.4	29.6
The evaluation process should include feedback from colleagues and subordinates	5	18.5	48.1
The evaluation process should be less subjective	1	3.7	51.9
The evaluation process should be more closely tied to performance goals and objectives	13	48.1	100.0
Total	27	100.0	

Respondents have identified several changes that could be implemented to improve the employee performance evaluation process in the organization. A notable portion of respondents (22.2%) suggested that the evaluation process should be more frequent. A smaller proportion of respondents (7.4%) mentioned that the criteria for evaluation should be more clearly defined. Approximately 18.5% of respondents expressed the view that the evaluation process should include feedback from colleagues and subordinates. A few respondents (3.7%) mentioned that the evaluation process should be less subjective. The majority of respondents (48.1%) indicated that the evaluation process should be more closely tied to performance goals and objectives.

The data highlights the need for improvements in the employee performance evaluation process, including more frequent evaluations, clearly defined criteria, feedback from various sources, increased objectivity, and stronger alignment with performance goals and objectives. Implementing these suggested changes can contribute to a more effective and meaningful evaluation process, fostering employee growth, and enhancing overall performance management in the organization.

Table 14

Mean and Standard Deviation of the various questionnaires answered by the respondents.

Questions	No. of Res.	Mean	Standard Deviation
What is your understanding of training and its purpose?	27	3.6667	0.83205
How important do you think training is for employee development?	27	4.1852	0.55726
How do you think training affects the overall performance of employees?	27	4.1852	0.62247
In your opinion, what are the benefits of training for both the employees and the organization?	27	4.2593	0.65590
How often does your organization provide training opportunities for its employees?	27	3.1481	0.90739
Do you think the current training programs in your organization are effective?	27	4.0370	0.93978
What areas of training do you think need improvement in your organization?	27	3.5185	0.80242
How important is employee performance for the success of an organization?	27	4.5926	0.50071
How does employee performance impact the overall productivity and profitability of an organization?	27	4.4815	0.50918
In your opinion, what factors affect employee performance?	27	3.7037	0.54171
Have you participated in any training programs in the past? If so, describe its impact on your performance	27	3.0000	1.54422
Do you think training has a positive impact on employee performance?	27	4.2593	0.52569
What areas of training do you think need improvement in your organization?	27	2.6296	.88353
How is employee performance currently evaluated in your organization?	27	3.3704	1.52286
How often are employee performance evaluations conducted?	27	2.5185	0.89315
Quantity of work completed is the key metric used to measure employee performance in your organization	27	2.0741	0.72991
Do you think the current evaluation system in your organization is effective?	27	2.4815	0.84900
What changes would you suggest to improve the employee performance evaluation process?	27	3.4815	1.67264

The mean understanding of training and its purpose score is 3.6667, indicating a moderate level of understanding among respondents. The standard deviation of 0.83205 suggests some variability in the level of understanding. The mean importance rating is 4.1852, indicating a relatively high level of perceived importance. The standard deviation of 0.55726 suggests a moderate level of agreement among respondents regarding the importance of training for employee development. The mean rating for the impact of training on overall performance is 4.1852, suggesting a positive perception of

the effect of training. The standard deviation of 0.62247 indicates some variability in the responses regarding the impact of training on performance.

The mean rating of Employee Performance Impact on Overall Productivity and Profitability is 4.4815, indicating a positive perception of the impact of employee performance on overall productivity and profitability. The standard deviation of 0.50918 suggests a relatively low level of variability in the responses. The mean rating of Factors Affecting Employee Performance is 3.7037, suggesting a moderate level of agreement among respondents regarding the factors affecting employee performance. The standard deviation of 0.54171 indicates some variability in the responses. The mean rating for participation in training programs is 3.0000, indicating a moderate level of participation. The standard deviation of 1.54422 suggests a wide range of variability in the responses. The mean rating is 4.2593, indicating a positive perception of the impact of training on employee performance. The standard deviation of 0.52569 suggests a moderate level of agreement among respondents. The mean rating of Areas of Training Needing Improvement is 2.6296, indicating that respondents perceive a need for improvement in certain areas of training in their organization. The standard deviation of 0.88353 suggests some variability in the responses.

Major findings of the study

- Respondents acknowledged that multiple factors influence employee performance, with a majority recognizing the significance of many factors.
- Employee performance is perceived to have a positive impact on the overall productivity and profitability of an organization.
- Participants reported varying levels of impact from training programs, with a significant portion noting a moderate impact. Overall, there was a positive perception of the impact of training on employee performance.
- Participation in training programs is rated at a moderate level, indicating a moderate level of engagement in training activities.
- The majority of respondents agreed that training has a positive impact on employee performance, emphasizing the belief in the effectiveness of training programs.
- Respondents suggested several areas for enhancing training programs, including more frequent and up-to-date content, a focus on soft skills, increased hands-on practice and feedback, and improved accessibility through online options.
- There is a perceived need for improvement in certain areas of training in the organization.
- The evaluation of employee performance varied, with a mix of informal evaluations by managers or supervisors and evaluations utilizing a combination of subjective and objective criteria.
- Suggestions for improving the employee performance evaluation process: Recommendations included more frequent evaluations, clearly defined evaluation criteria, feedback from colleagues and subordinates, increased objectivity, and better alignment with performance goals and objectives.
- Among those who specified their gender, the majority identified as male, while a smaller portion identified as female.

- Overall, respondents show a positive attitude towards the importance of employee performance, training, and their impact on organizational outcomes. However, there are areas identified for improvement, suggesting that organizations can enhance training programs and address factors affecting employee performance to further optimize productivity and service quality.

Summary & conclusion

This article presents an analysis of data related to factors influencing employee performance, the impact of training programs, evaluation processes, and suggestions for improvement. The findings shed light on the complex nature of employee performance and provide valuable insights for organizations aiming to enhance their performance management practices.

The analysis revealed that multiple factors influence employee performance, with varying levels of impact from training programs. Improvements in training programs are needed, as well as more frequent, up-to-date content, focus on soft skills, and increased hands-on practice and feedback. Suggestions for improving the evaluation process included conducting more frequent evaluations, clearly defining criteria, incorporating feedback, increasing objectivity, and aligning evaluations with performance goals.

In conclusion, this analysis underscores the significance of training programs and evaluation processes in enhancing employee performance. The findings highlight the need for organizations to develop training programs that address key areas for improvement, while also ensuring accessibility and relevancy. Moreover, organizations should strive to establish effective evaluation systems that provide regular feedback, clear criteria, and a balance between subjective and objective measures. By implementing these insights, organizations can foster a culture of continuous improvement, positively impacting employee performance and overall organizational success. The research affirmed the proposition that training & performance-based evaluation process has a positive impact on employee performance.

Recommendation

Government offices should improve their training programs by incorporating up-to-date content, providing frequent opportunities for training, emphasizing soft skills development, and incorporating more hands-on practice and feedback. They should also make training programs more accessible to employees by offering a variety of formats, improving the performance evaluation process, fostering a culture of continuous improvement, implementing employee development plans, monitoring and assessing training impact, and sharing best practices. These recommendations will create a supportive and empowering environment that facilitates employee development, enhances performance, and contributes to the overall success of the organization.

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