

## **Examining the Relationship between Training, Motivation and Employees Job Performance – The Moderating Role of Person Job Fit**

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### **ABSTRACT**

Based on a detailed review of the literature and following critical rationalism philosophy, this research paper is aimed at development of a theoretical framework for examining the relationships between training and development efforts made by the organization and employees Job performance indicators. The study also proposes a similar relationship between an employee's motivational level and his or her productivity / job performance. In addition, grounded in Congruence theory, the model emphasizes the need to examine the moderating role of person job fit in both of these relationships. It is suggested that the relationship between training / motivation and employees job performance will be strengthened in the presence of person job fit. The model will be helpful for the HR managers/practitioners to exploit the true potential of their employees and produce synergetic results.

**KEYWORDS:** Training, Motivation, Person Job Fit, Employee Job Performance.

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### **INTRODUCTION**

Employee's performance is a function of Training, Motivation & Person Job Fit. In literature it is established that training provides necessary knowledge, skills and abilities to perform a job properly. Job is not performed properly even if necessary KSA's are given to employees until and unless employees are motivated and proper environment of work is provided to them (Blanchard and James, 2007). Recent studies on this subject claim that organizations that are concentrating more on training produce improved financial results and net sales, their profit margins get increased also their employees can grow their skills and knowledge to better perform their jobs. According to performance model of Blanchard no matter how much a person is enabled with skill, knowledge and abilities he will not perform well until he is not motivated, so motivation is as important as training and appropriate environment is also important to achieve desired job performance (Blanchard and James, 2007).

There are two types of motivation i.e. extrinsic motivation and intrinsic motivation. Both types of motivation affect individual performance. Rewards in the form of compensation, bonuses affect extrinsic motivation while verbal appreciation affects intrinsic motivation (Deci, 1972).

Organizations often measure actual organizational performance (AOP) and compare it with expected organizational performance (EOP). If AOP is less than EOP then gap between AOP and EOP is known as performance gap. This gap is filled by either giving training to the employees or motivating them and giving them appropriate environment for work (Blanchard and James, 2007). Organizational performance is measured through different means by different organizations.

Though literature supports positive relationship between training, motivation and employee performance in different studies, but in this study we want to look at the moderating effect of Person Job Fit between training, motivation and employee performance. Several factors influence employee performance but current study focuses on training and motivation and the study model will be helpful for the HR managers/practitioners to exploit the true potential of their employees and produce synergetic results for their organizations.

In hiring employees, organizations look for candidates whose abilities can fit the job requirement and whose value and goal coincide with the organizations (Chung & Sackett, 2005). Employees bring different needs, wants, and preferences to the organization and will be attracted to, selected by and stay with the environment that has people similar to them (Schneider, 1987). Organizational members who experience low quality of person-environment and Job-fit may impact their work related attitudes and behaviors.

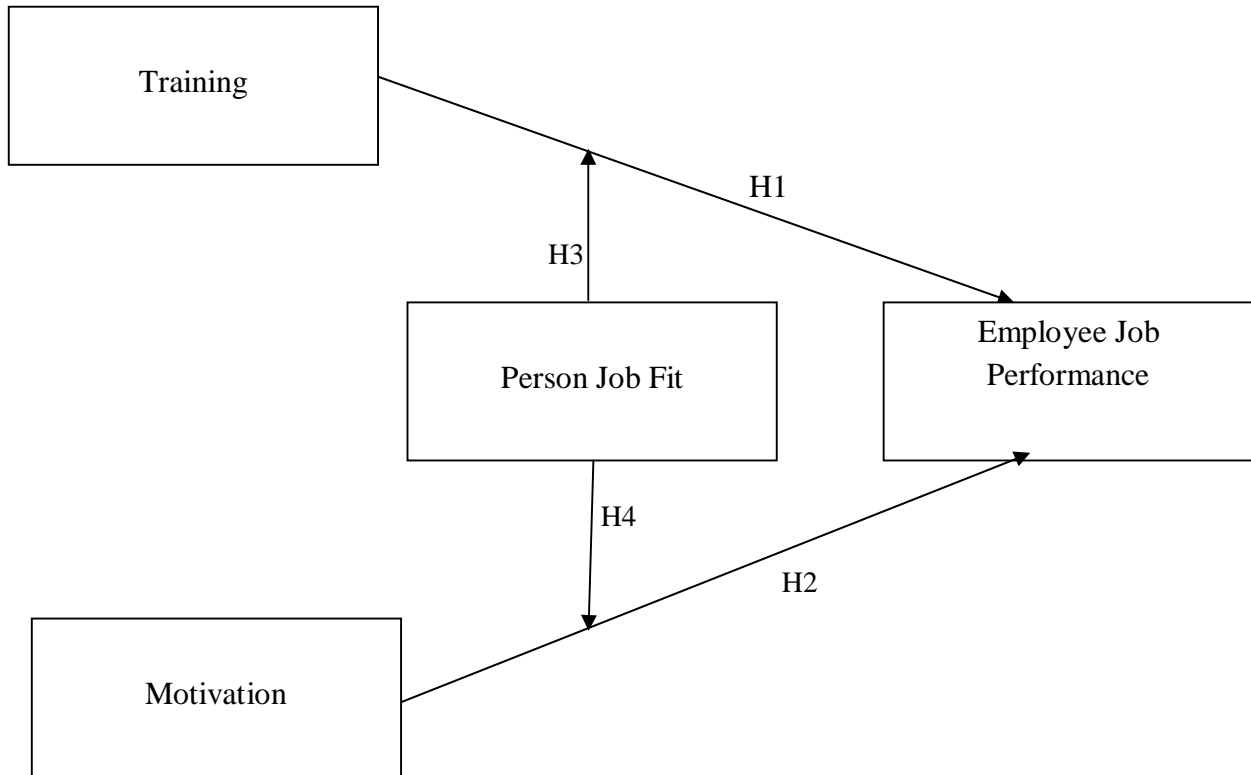
In contrary, employees who perceive the work's potential for satisfying their needs would highly involve in their jobs (Kanungo, 1979). This favorable attitude toward their jobs will result in psychological attachment to their

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jobs and/or organizations and make these highly evolved employees be more likely to engage in “extra-role” behaviors (Mowday, Porter, & Steers, 1982). Furthermore, individuals may engage in different scopes of helping behaviors based on their perceived extent of attachment to their job and organization. These extra helping behaviors would advance the overall organizational efficiency (Podsakoff & MacKenzie, 1997).

**FIGURE 1. RESEARCH MODEL**



**Figure 1:** A model for studying Interactive effects of Person Job Fit, Training, Motivation and Employee Job Performance

### TRAINING & DEVELOPMENT

Training refers to special skills, abilities and knowledge that are required to perform a specific job well. After the training, performance when measured indicates that training helps in proper utilization of resources; that further helps employees to achieve organizational as well as personal goals. When employees are being trained, they get their skills improved and developed; progression in their skills will lead them to enhance their productivity and their team performance subsequently they will complete their tasks on time and therefore their efficiency will increase also. Training improves the satisfaction level of the employees and rewards them with competitive edge over other employees and transforms them into valuable employees. Training also helps to increase job knowledge and skills. It also expands the intellect on overall personality of the employee. (LeGault 1997). Important areas of training include orientation training, diversified training, sexual harassment training and team training (Blanchard and James, 2007). Orientation is one of the most common types of training programs (Bassi and Buren, 1998). Research shows more willingness of employees who attended orientation programs and they adopted the organizational goals and values more effectively than those who did not attend the orientation program (Klein & Weaver, 2000). A survey indicated that “only 39% of the executives think that their organizations have made serious efforts to orient them into their organizations” (Wells, S. 2005). Diversity training focuses on understanding the differences between employees on the basis of demographics that is age, race, ethnicity, gender and income. Diversity in organizations is part of organization’s life (Blanchard and James, 2007). Diversity training has a positive impact on employee

performance which ultimately affects organizational performance. Those organizations which lack diversity training often involve their employees into biasness and tensions due to personal differences. Workers who are treated unfairly often leave the organizations which can be costly to the organizations. Sexual harassment is the harassment on the basis of sex. Sexual harassment training is important to increase organizational effectiveness by decreasing legal cost in case of sexual harassment cases (Dessler, 2007). "About 14,000 complaints regarding sexual harassment per year have been filed with the equal employment opportunity commission between 1994 and 2004". The cost of sexual harassment to organizations was \$ 54 million in 2000. It is estimated by the researchers that if a company faces a damage to firm's reputation from a sexual harassment, then it can decrease the firm's market share in stock exchange. Use of teams helps to achieve effectiveness of organizations hence increase employee performance (Dessler, 2007). Effective use of teams is a common characteristic of North America's 100 best organizations (Hunsaker, P 2001). Using teams allows the organizations to reduce 50% amount of time that it takes to introduce a new product to shelves. Hence attitudes, interests, values, and expectations of trainees may increase the effectiveness of training (Raymond A. Noe, 1986).

Based on our findings, we have identified Training as a determinant of employee performance. Thus our first hypothesis is;

**H1:** Training will be positively related to job performance.

### **MOTIVATION (EXTRINSIC & INTRINSIC)**

Motivation is a very important from an organizational point of view because it transforms human resources into action. And this improves the efficiency level of the employees and it leads to achieve organizational goals. Motivation is an internal feeling that comes from inside. When employees are motivated towards their jobs, they are motivated to do more work. When a person is not motivated by self, he or she may be fired or likely not to get promoted further. For this reason, it is necessary to provide such a workplace to the employees so that they feel motivated and perform better and better. The importance of employee motivation cannot be neglected in any sense as today it has become the foundation of organizational survival. McColy and Wise (2002) showed that motivation is a tool to improve performance through learning. Success in the marketplace is highly related to learning and how to motivate employees to learn (Argyris, 1991). Smith's (1994) study states that motivated employees are required if an organization wishes to survive in a competitive market environment. Research shows that motivated employees play a vital role in the success of the organizations. Motivation is an important factor which describes performance. It is a driving force contained by the individuals. (Mullins, 2007). It is concerned with the behaviors of the individuals and people act to achieve something to satisfy their needs (Gitman and Daniel, 2008).

Motivation is recognized as a key business element to enable management to transform and enhance the business. Motivation enables the management to be resourceful and responsible for their acts and performing their duties and accomplish their task. This further helps them in utilizing business resources appropriately. With the help of motivation, managers become enable to encourage their employees and to make them more industrious. Krietner has described motivation a psychological process that generates a purposeful behavior. Researchers have identified several factors that motivate the employees. They have identified those factors in their theories. These theories are need hierarchy theory and the two factor theory. Need hierarchy theory was presented by Maslow and the two-factor theory by Herzberg. The need based theory is from the first theories that had been introduced. In his model he described five levels of needs which include the physiological, social, ego, safety and self actualizing needs while Herzberg has classified motivation into two factors. It states that employees at least need something that encourages them to do work efficiently. There are also other ways by which theories of motivation can be applied in actual work environment. Benhem states that promotion is also another factor that contributes to success and when employees are given high responsibilities they perform well. For that reason it is considered a key factor as it helps to encourage employees to perform better with quality.

Based upon aforesaid findings here we posit our second hypothesis as;

**H2:** Motivation will be positively related to employee performance.

### **EMPLOYEE PERFORMANCE**

Job performance shows individual behaviors that contribute to achieve organizational objectives. Research proposed that high level of employee perception displays a high level of job performance. Organizational performance is used as a dependent variable by most of the organizational performance studies and efforts are made to identify variables that produce variations in performance. Job performance shows effectiveness and efficiency that make a payment to organizational goals. In the past employees were not able to make work related decisions

because the system of the organization does not permit them to do this. Employee's perceptions about their responsibilities and tasks were not associated to employee's self decision making. Lawler and Hall (1970) showed by their research that employee's perceptions about their tasks and responsibilities were not associated to employee's self ranking of his own performance. They present the job importance as subjective case and interpersonal interactions to enhance job performance. The idea held from 1970s is that satisfied employees are more productive. However it is difficult to obtain support for the argument that job satisfaction has significant effect on job performance. Job satisfaction is effected by several theories such as intrinsic motivation theory (Deci and Ryan 1985) but very few studies are found that support this rationale. Employee Performance principally depends upon many factors like performance appraisals, employee motivation, Employee satisfaction, compensation, job security, organizational structure and others, but our area of study is focused on only two basic factors: Training and development & Employee Motivation as these two factors highly influence the performance of employees.

### **PERSON-JOB FIT**

Person Job fit is defined as the degree to which individual's knowledge, preferences, activities and skills match the job requirements (Brikch, jeffs, 2006). Person Job fit theory states that examining a person's personality will give an insight to adaptability in organizations which means that how well the employees fit to their work which subsequently help organizations to enjoy reasonable profits and avoid pitfalls such as turnover ratio and low esteem of satisfaction. Person-Environment fit states that if a person and job are fit to one another they will fit in the overall environment of the organization. An employee may experience good PJ fit when he/she enjoys the work he/she does and finds it interesting and when employee has the skills and experience to perform well in his/her job (Kristof-Brown, Jansen and Colbert, 2002). Nadler defined the fit as "the degree to which the needs, demands, goals, objectives, and/or structure of one component are consistent with the needs, demands, goals, objectives, and/or structure of another component". The concept is that organizations perform better when they achieve their fit and when organizations lack fit they cannot perform better (Wright & Snell, 1998). Thus, according to the fit concept, an organization is most effective when all its pieces fit together (Nadler & Tushman, 1980). Many studies have found a significant relationship between the job performance and PJ fit. Lauver and Kristof-Brown (2001) found using a sample of non-sales employees that PJ fit has a positive impact on job satisfaction. Other studies that have found a positive relationship between PJ fit and job satisfaction including Arvey, Carter and Buerkley, (1991), Caldwell and O'Reilly (1990), O'Reilly, Chatham and Caldwell (1991), and Saks and Ashworth (1997). Edward (1991) proposed that person-job (P-J) fit should be classified into demand abilities perspective and needs-supplies perspective. According to the demand-abilities perspective, the fit of demand-abilities could be achieved when individuals bring sufficient knowledge, skill and abilities (KSAs) to meet the job demand. The needs-supplies fit exists when the supplies offered from jobs are compatible to the needs, preferences and desires of individuals. Hence, individuals would be satisfied with their jobs once the organization policies or structure could fulfill individuals' preferences (Kristof, 1996).

Concept of PJ fit is a traditional approach for employee selection. This can be defined as a fit between the abilities of person and demands of the job. This can also be defined as the attributes of the job and desires of a person. From this conception evolving from management, process of determining P-J fit gained sophistication with identification of reliable and valid processes that can be used to determination of P-J fit. About 20 years ago, organizations were concerned about personality only because their mind set was to match individuals to specific jobs. But in recent years this concept has been changed to include organizational fit because managers are now less interested in ability of individual to perform specific job but more focus is on flexibility in changing situations.

From the discussion it can be concluded that person job fit is the concept that recognizes the job requirements and relationships between job performance and possessions of the personality characteristics. In other words it is about matching the job requirements with personality characteristics. The theory is about the notion of fit between the individual's occupational environment and personality characteristics.

### **INTERACTIVE EFFECTS OF TRAINING AND PERSON JOB FIT ON EMPLOYEE'S PERFORMANCE**

Training is defined as the organized activity aimed at imparting information or instructions to improve the recipient's performance or to help him or her attain a required level of knowledge or skill. Training effects employee's job performance positively. It also increases the efficiency of work and contributes to the success of organization. Importance of training cannot be neglected in any organization worldwide. Training is a motivational factor which enhances the knowledge of the employee towards the job. By the help of training employees become proficient in their jobs and they become able to give better results. Deficiencies and discrepancies are identified first

and with the help of training programs employees become able to do work well. By introducing more training programs in the organization employees become interested to get more knowledge about their jobs which eventually helps them in getting promotions among their peer groups. But as for as Person-job fit is concerned, if the right person for the right job is not selected then training will be having no effect on the performance of the employees. Training affects the performance positively only and when right person for the right job is selected.

Organizations utilize their resources to establish a good fit between persons and the jobs. This is so because they think that some jobs better suit some persons than others (1990). Many fit theories have been described focusing on careers, job choice and organizational climate. These theories have been drawn on psychology that how some individual and situational characteristics gather to influence a specific response in a certain situation. In an overview of person job literature and research, Edwards (1991) suggests that job and person operates as joint determinants of a person and organizational outcomes. Kristof (1996) addressed this issue that it concerns the consequences and antecedents of compatibility between persons and the organizations for which they work.

Based upon the aforementioned rationale we put forward our third Hypothesis as;

**H3:** The Person Job Fit moderates the relationship between training and job performance; such that the relationship will be strengthened in the presence of Person Job Fit.

### **INTERACTIVE EFFECTS OF MOTIVATION AND PERSON JOB FIT ON EMPLOYEE'S JOB PERFORMANCE**

Motivation is a process that guides and maintains good behaviors. Motivation causes persons to work. It involves the cognitive, biological and emotional forces that activate some specific behaviors. Normally it is described as why a person does something.

Major components of motivation are activation, persistence and intensity. Activation involves decisions to initiate a behavior; persistence is a continuing effort towards a goal. Finally intensity can be seen that goes to pursue goals. Miner states that motivation holds a position in the eyes of scholars. It is a set of energetic forces that originate inside the persons to initiate some behaviors and to determine the direction, intensity, form and duration. Motivation is the willingness to exert high levels of effort to reach organizational goals, conditioned by the effort's ability to satisfy some individual need.

Motivation has a significant importance on the performance of employees. Literature does not neglect the importance of motivation. But if the right person for the right job is not selected then motivation will be having no effect or zero effect on employee's job performance. Managers must keep this factor in their minds and must seek the guidelines from the HR department to place the right person for right job. And when they will be motivated, surely their performance will increase and they will play a vital role in the success of the organization.

Based on above findings, the fourth Hypothesis is;

**H4:** The Person Job Fit moderates the relationship between motivation and job performance; such that the relationship will be strengthened in the presence of Person Job Fit.

### **FUTURE RESEARCH**

Although, we have proposed a detailed theoretical framework after a careful analysis of the literature and a detailed logical rationalism; for its greater rigor, validity and generalizability, future researchers are strongly encouraged to empirically test the developed model in different organizational settings/contexts.

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