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Training effectiveness and its influence on urban project implementation

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Abstract
This study explores the effectiveness of training in enhancing the performance of employees in local government bodies, with a specific focus on urban project management. Primary data were collected from 143 employees using a structured interview schedule, and analyzed using SPSS. Factor analysis and one-sample t-tests were applied to assess training impact. The study identified two key factors influenced by training: Technical Skill Upgradation and Enhancement of Managerial Skills. The findings revealed that training significantly improved employees' decision-making, financial planning, and community engagement capabilities. The KMO value of 0.918 and Bartlett's test confirmed the adequacy of the factor model. Overall, effective training was found to be instrumental in strengthening both individual competencies and organizational project management outcomes. The study concludes that systematic training programs are vital for the efficient functioning of local bodies.

Keywords: Effectiveness of Training, Local bodies, urban project management

Introduction
Training is an integral part of Human resource development. In the current scenario training is viewed as a mean of fostering the growth of the individual employee as well as the organization too. It is a process of learning a sequence of well-programmed behaviour. It is the application of gained knowledge and experience. It creates awareness on rules and procedure to guide the employee behaviour. According to Flippo (1971) [8] "training is an act of increasing the knowledge and skill of an employee for doing a particular job". Likewise, Beach (1980) [4] stressed that "training is an organized procedure by which people learn knowledge and/or skills for a definite purpose". In fact, it is the training that bridges the gap between job requirement and employee present specifications. A training programme is not complete until you have evaluated methods and results. A key to obtaining consistent success with training programs is to have a systematic approach to measurement and evaluation. Recognition of the training methods and measurement techniques are crucial for the organization's training success (Kalemci, 2005) [10].
'Training Effectiveness' is ensured by measuring the degree of attaining desired objectives. Training would be more effective when the reason for training is fully understood by the employer and employees. Training course or programme will be effective when it achieves desired outcomes. If the training purpose is not clearly defined before the training, entire training plan will be futile. Defining a valid need for training is the foundation upon which an organization can determine training effectiveness. Of course, the training is an important part of human resource function. Training is expensive if it does not serve the purpose for which it is given. The training must be able to increase the capabilities of employee and as well as the organization also. If the training is not successful in making employee and organization more capable then it will be loss of money and loss of reputation of organization. Training outcomes have to be arrived systematically to improve the performance of employees (Tai, 2006) [17].

Review of Literatures
Ikechukwu Dialoke (2017) [9] studied non-academic staff at Michael Okpara University in Nigeria and found a positive link between career growth and employee performance. Career advancement was also positively associated with employee motivation. Shouvik Sanyal (2018) [16] conducted a study among 300 bank employees in Oman and observed that training

and development significantly improved employee performance. These initiatives helped foster commitment, loyalty, and sincerity among employees, thereby shaping a better work culture. Similarly, Nushrat Nahida Afroz (2018) [13], in a study involving 150 employees across 14 banks in Bangladesh, found that regular training improved employee engagement, motivation, and job satisfaction, leading to noticeable improvements in work performance. Bharthavajan (2018), who analyzed 50 employees of Butterfly Gandhimathi Home Appliances, revealed that training had a positive impact on employee satisfaction. Key factors influencing this satisfaction included the type, delivery, quality, and content of training, as well as trainer performance and motivation. Princy and Rebeka, in a study of 100 employees in a machine tools industry in Vellore, found that employee commitment significantly enhanced motivation, job satisfaction, and performance, ultimately accelerating organizational development. Bharthavajan and Fabiyola Kavitha (2019) [6] studied the impact of training on 50 employees and concluded that it enhanced productivity, updated knowledge, and improved both personal and interpersonal skills, thereby boosting overall organizational performance. Finally, Gopu, in his study on 50 executives at Syntel International Pvt. Ltd., Chennai, noted that most respondents acknowledged the presence of career development opportunities, which improved work involvement, goal setting, productivity, and work quality. Bahr and Laszig (2021) [3] explored the relationship between human capital development and productivity in the construction industry. Their literature review indicates that structured management practices, including targeted training programs, positively correlate with firm performance. The study suggests that continuous skill development is vital for addressing productivity challenges in urban construction projects. A comprehensive review by Chasanah (2024) [7] emphasizes the significance of training and capacity building in international development projects. The study highlights that effective training enhances team building, coordination, and stakeholder engagement, all of which are crucial for the success of complex urban projects. The research underscores that well-structured training programs contribute to improved project outcomes by fostering better understanding among team members and stakeholders

Research Methodology

A qualitative study is conducted using primary data collected from the employees of local bodies. This study covers both primary and secondary data. A well-structured interview schedule is designed to elicit the necessary data from the respondents. The secondary data has been collected from the books, journals, magazines, web portals, etc. The convenient sampling method has been adopted to collect data from the employees of local bodies in Tamil Nadu. The sample size of 143employees have been duly selected for the study. The data collected from the respondents are analyzed with the help of Statistical Package for Social Sciences (SPSS). The Factor analysis and one-sample‘t’ test is applied in the present study.

Results and Discussion

This study explores the impact of training on urban project management. This is achieved through the higher order statistical tool called Factor analysis. Factor analysis primarily concentrates on reducing the numerous related variables into heterogeneous factors consisting of homogeneous variables. So, one-sample ‘t’ test is used to test significance of variables included in the study.

Table 1: One-sample ‘t’ test for Impact of Training on Urban Project Management

Variables	$\bar{x}$	σ	t	Sig.
Helps to review own efforts of local bodies	2.615	.8634	-5.327	.000
Update and maintain existing local tax bases	3.434	.8098	6.402	.000
It improves local tax administration	3.650	.9364	8.305	.000
It enhances the efficiency in budgeting and programming of financial management systems	3.336	.8877	4.522	.000
It supports to implement appropriate cost solution	3.357	.9671	4.410	.000
It promotes e-governance through computerization of property tax administration and planning	3.399	1.0219	4.665	.000
It helps to develop community participation programmes for the promotion of urban public services.	3.510	1.0472	5.829	.000
It promotes greater efficiency of employees	3.406	.9731	4.984	.000
It supports to understand the role of Central Government in the provision of urban services	3.301	1.0617	3.387	.001
It guides to contribute for setting and streamlining national development strategies.	3.455	.9767	5.565	.000
Effective use of inter-governmental grants and loans	3.469	.9772	5.733	.000
It promotes committed and motivated work force	3.364	1.0108	4.302	.000
It improves ability of decision making	3.252	.9229	3.262	.001
It assists in estimating outcomes and outlays of initiatives of local bodies	3.406	1.0294	4.712	.000

The above table reveals that mean values ($\bar{x}$) for the variables of impact of training on urban project management which ranges between 2.615 and 3.65with the constant standard deviation (σ). Therefore, ‘t’ test values for impact of training on urban project management are significant at 5%level. It is implied that training provided to the employees are significantly influenced the urban project management.

Table 2: Variables and Variable Loadings for Impact of Training on Urban Project Management

Variables / Factors	Communalities	Factors Loadings	Eigen Value	% of Variation
Factor 1: Technical Skill Upgradation				
Helps to review own efforts of local bodies	.784	.735	5.242	37.442
Update and maintain existing local tax bases	.741	.752		
It supports to implement appropriate cost solution	.675	.816		
It helps to develop community participation programmes for the promotion of urban public services.	.605	.694		
It supports to understand the role of Central Government in the provision of urban services	.732	.822		
It guides to contribute for setting and streamlining national development strategies.	.550	.667		
It improves ability of decision making	.606	.745		
It assists in estimating outcomes and outlays of initiatives of local bodies	.558	.594		
Factor 2: Enhancement of Managerial Skills				
It improves local tax administration	.704	.835	3.810	64.654
It enhances the efficiency in budgeting and programming of financial management systems	.593	.549		
It promotes e-governance through computerization of property tax administration and planning	.786	.838		
It promotes greater efficiency of employees	.535	.549		
Effective use of inter-governmental grants and loans	.709	.762		
It promotes committed and motivated work force	.573	.510		
KMO Measure of Sampling Adequacy = 0.918; Bartlett's Test of Sphericity = 1372.468, Sig.000; Cumulative Percentage Rotation Sums of Squared Loadings = 64.654.				

KMO value (0.918) is higher than 0.5. So, it is emphasized that using of factor analysis is highly suitable for the variables of impact of training on urban project management. The Bartlett's test value is 1372.468 which is significant (p=<0.05) at 5% level. It is observed that high level of inter-relationship is found among the scale variables. So, these variables are adequate for the Principal Component Analysis.

The factor analysis by principal component method with varimax rotation has extracted two eigen values as 5.242 and3.810 respectively. This indicated that the eigen values greater than 1 led to the existence of four major factors with 64.654% of variance. The variable loadings in each predominant factors of impact of training on urban project management indicates that the first factor consists of eight variables which are suitably named as 'Technical Skill Upgradation'. The second factor contains six variables which are suitably called as 'Enhancement of Managerial Skills'. It is observed that training provided to employees has been significantly influenced their technical and managerial skills.

Conclusion

Training is a cornerstone of human resource development and is indispensable for fostering both individual growth and organizational advancement. It plays a crucial role in equipping employees with the necessary skills, knowledge, and competencies to perform their roles effectively, thereby contributing to the overall economic welfare of the organization. However, the benefits of training can only be realized when the programmes are thoughtfully designed, strategically implemented, and effectively evaluated. The findings of the present study underscore the importance of training in enhancing urban project management capabilities within local bodies. Specifically, the study identified that targeted training initiatives significantly influence the development of both technical competencies and managerial skills among employees. These competencies are vital for the efficient planning, execution, and monitoring of urban development projects. Moreover, the study highlights the critical role of conducting a comprehensive needs assessment prior to the design of any training programme. Understanding the specific gaps in skills and knowledge enables the formulation of relevant training content that aligns with organizational objectives. Equally important is the execution of a well-structured training plan, supported by continuous feedback and performance evaluation mechanisms. When training programmes are aligned with organizational goals and tailored to meet the unique needs of employees, they not only improve individual performance but also enhance the overall efficiency and effectiveness of urban project management. Thus, investment in training and development is not merely an operational requirement but a strategic imperative for strengthening local governance and achieving sustainable urban development outcomes.

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