

# Impact of Employee Training, Employee Empowerment and Employee Motivation on Organizational development for Sustained Productivity: A survey of Cement Industries in Rajasthan

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## Abstract

*The aim of this research is to find out the effect of various dimensions of Employee motivation, Employee empowerment and Employee training on Organizational development, which leads to*

*Sustained Productivity. Motivation is a key factor to make employee oriented towards organizational goals and commitment. Employee may be motivated through money rewards, out of the way promotion, recognition which directly affect the working efficiency of an employee. Absence of motivation will result as ignorance of work, decreases in productivity, exit the organization, degrade quality of work. Employee empowerment directly indicates some decision making at managerial level. Employee should be given opportunities to give suggestion for improvement. If the power of setting goals and objectives of job given to employee, their satisfaction level and working performance will definitely increase. Employee's useful suggestions and request should be considered at managerial level. In order to enhance the productivity and motivation level, employee should be given training at a regular interval and nature of training must satisfy the goals of organization. Training should be planned in such a way that it is relevant to work and can enhance the knowledge of employee. To increase honest level of employee, ethical based training should be given. Employee empowerment, motivation and training make an employee fully committed to organization. Committed employee feels proud to be part of it and put extraordinary effort to achieve organization goal and to sustain productivity.*

**Key words:** Employee Empowerment, Employee Motivation, Employee Training, Organizational development, Sustained Productivity

## Introduction

Motivation plays a very important role to run an organization up to optimum level. Motivations have various modes like money, recognition, reward, incentives and perks, family tour are some of these. Motivated people do their job very sincerely so that productivity of organization can be maintained or enhanced. In the absence of motivation problems like absenteeism, lack of interest doing work, avoidance of organization goals generally happens.

## Training and its effect on organization

Bartlett (2001) explores that there is a positive relationship between workplace training and organizational development and also training and development plays a major role in employee

career. Through proper training organization vision and goals (Cole, 2002) can be explored to employee, which help employee to make better understanding of the system so that organization can perform up to optimum level

Gove (2012) explores that today's challenging competence environment skill development through training directly affect the productivity of goals of organization. Training and teaching (Foley, 2004) is the best way to grow for any system. If any organization wants to increase the knowledge (Powell & Snellman, 2004) of an employee then they should be trained at a regular interval of time.

In order to increase performance (Mullins, 2007) of employee and organization, employee must be given training relevant to his field. Sahu (2000)

reveals that quality of work of an employee is much depends on training.

### Employee empowerment

According to Becker et. al.(1996) , empowerment consist of involvement and commitment. Wilkinson (1988) says that the kay feature of employee empowerment is participation. Management can enhance the level of employee satisfaction and productivity through empowerment. If some power at managerial level given to employee, its commitment towards organization can be increased tremendously. Through empowerment feel of belongingness can be developed.

If non managerial staff members make some decision without discussing with seniors it termed as a Employee empowerment. Employee empowerment is the feelings of belongingness of en employee towards organization. Empowerment is the power of making decision that positively affects the organization. It can also be defined as opportunity for providing the suggestion regarding to improve the organization productivity. Empowermentinclude the power of employee to set his goals and objectives. If suggestions and request of employee consider sincerely at the managerial level then it shows empowerment of employee.

### Motivation

Salary and wages are the key component(Taylor, 1911) of motivation. If employee receives extra wages and incentives according to his work performance then it will help to increase the work efficiency and hence productivity of organization also improves. Armstrong (2006) explore that reards, leadership, incentives, wages, promotion etc are the common source to motivate an employee to sustain high level of productivity. According to Mullins (2005) motivation shows the way to behave which employee react towards organization. Motivated people does work with full of enthusiasm and positive attitude.

Motivated employee has given incentives and perks as per his ability and also his area of work expanded time to time as per the potential of an employee. Employee can also be motivated through sufficient medical, education, transport

and other relevant facilities for his family members. Job security is the prior as aspect of an organization which helps to motivate people to do the job effectively.

### Research Methodology

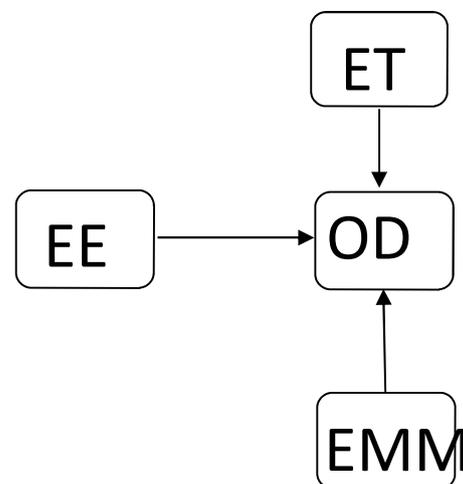
#### A. Objectives of the study

1. To study relationship between employee training and organizational development.
2. To study relationship between employee empowerment and organizational development.
3. To study relationship between employee motivation and organizational development.

#### B. Sample size

This research consist of 200 sample size. Respondents include various demographic parameters like work experience, Education, age, gender and marital status

#### C. Proposed Model



#### D. Research Hypothesis

$H_{a1}$  = There is no significant relationship between Employee Training and Organizational development.

$H_{b1}$  = There is significant relationship between Employee Training and Organizational development

$H_{a2}$  = There is no significant relationship between Employee Empowerment and organizational development.

$H_{b2}$  = There is significant relationship between Employee Empowerment and organizational development.

$H_{a3}$  = There is no significant relationship between Employee motivation and organizational development.

$H_{b3}$  = There is significant relationship between Employee motivation and organizational development.

### Analysis of Research:

**Table1: Reliability test of Employee training**

Reliability Statistics	
Cronbach's Alpha	N of Items
.741	6

Value of cronbach's alpha is 0.741 which is above 0.70, so correlation test can be performed for employee training up to a given level of significance.

**Table2: Reliability test of Employee Empowerment**

Reliability Statistics	
Cronbach's Alpha	N of Items
.776	6

Value of cronbach's alpha is 0.776 which is above 0.70, so correlation test can be performed for employee empowerment up to a given level of significance.

**Table 3: Reliability test of Employee Motivation**

Reliability Statistics	
Cronbach's Alpha	N of Items
.780	6

Value of cronbach's alpha is 0.780 which is above 0.70, so correlation test can be performed for employee motivation up to a given level of significance.

**Table 4: Reliability test of Organizational development.**

Reliability Statistics	
Cronbach's Alpha	N of Items
.745	6

Value of cronbach's alpha is 0.745 which is above 0.70, so correlation test can be performed for organizational development up to a given level of significance.

**Table 5: Correlation Analysis between Employee Training and organizational Commitment**

		ET	Organization al Development
Employee Training	Pearson Correlation	.914**	.914**
	Sig. (2-tailed)	.000	.000
	N	200	200
Organization al Development	Pearson Correlation	.914**	1
	Sig. (2-tailed)	.000	.000
	N	200	200

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

Pearson Correlation coefficient, significant values and number of respondents with non -missing values shown in Table 5. The value of Pearson correlation coefficient for ET and OD is 0.914 which incline towards +1 and shows a strong positive relation between them. This indicates that the positive change in one leads to positive change in other variable. The significance value of p is .000 which is less than 0.01, so the correlation between Employee Training and Organizational development is positive at 95% level of significance. So the null Hypothesis  $H_{a1}$  is rejected, mean there is a significant relationship

between Employee Training and Organizational Development.

**Table 6: Correlation Analysis between Employee Empowerment and Organizational Development**

**Correlations**

		EE	Organizational Development
Employee Empowerment	Pearson Correlation	1	.737**
	Sig. (2-tailed)		.000
	N	200	200
Organizational Development	Pearson Correlation	.737**	1
	Sig. (2-tailed)	.000	
	N	200	200

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

Pearson Correlation coefficient, significant values and number of respondents with non -missing values shown in Table 6. The value of Pearson correlation coefficient for CC and WC is 0.737 which incline towards +1 and shows a strong positive relation between them. This indicates that the positive change in one leads to positive change in other variable. The significance value of p is .000 which is less than 0.01, so the correlation between Employee Empowerment and Organizational Development is positive at 95% level of significance. So the null Hypothesis  $H_{P2}$  is rejected, mean there is a significant relationship between Employee Empowerment and Organizational Development

**Table 7: Correlation Analysis between Employee Motivation and Organizational Development**

Pearson Correlation coefficient, significant values and number of respondents with non -missing values shown in Table 7. The value of Pearson correlation coefficient for Employee Motivation and Organizational commitment is 0.908 which incline towards +1 and shows a strong positive relation between them. This indicates that the

positive change in one leads to positive change in other variable. The significance value of p is .000 which is less than 0.01, so the correlation between Employee Motivation and Organizational Development is positive at 95% level of significance.

So the null Hypothesis  $H_{P3}$  is rejected, mean there is a significant relationship between Employee Motivation and Organizational Development.

**Correlations**

		EM	Organizational Development
Employee Motivation	Pearson Correlation	1	.908**
	Sig. (2-tailed)		.000
	N	200	200
Organizational Development	Pearson Correlation	.908**	1
	Sig. (2-tailed)	.000	
	N	200	200

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

**Regression Analysis**

**1. For ET, EE, EM with dependent variable as aOrganizational Development**

The result shows that Beta value for Employee Training is 0.696 at  $t=2.838$  ( $p\text{-value}\leq .01$ ),

For Employee Empowerment Beta value is 0.527 at  $t=3.01$  ( $p\text{-value}\leq .01$ ) and for Employee Motivation is 0.635 at  $t=1.834$  ( $p\text{-value}\leq .01$ ) with dependent variable is Organizational Development. It indicates that ET, EE, EM produce considerable impact on Organizational Development at 99% confidence level.

### Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.172	.087		1.973	.050
ET	.696	.034	-.096	2.838	.005
EE	.527	.035	.516	3.010	.000
EM	.635	.043	.575	1.843	.000

a. Dependent Variable: Organizational Development

### Findings

1. There is a significant relationship between Employee Training and Organizational Development.
2. There is a positive relationship between Employee Empowerment and Organizational Development.
3. There is a Positive relationship between Employee Motivation and Organizational development.

### Conclusion

The aim of this study is to find the impact of Employee Training, Employee Empowerment and Employee Motivation on Organizational development. This study reveals that management of cement industry in Rajasthan should focus on ET, EE and EM to development of an organization.

It is clear from Pearson correlation that trained employee Perform much better than untrained one. Trained employee feels very much confidence to do the job which enhance productivity of organization.

This research also explores that if some power at managerial level is given to deserving employee then he/she will do best for organization as a result industry will grow up-to a new height.

Employee motivation can be increased through incentives, perks etc. Motivated employee have a full of energy and enthusiasm to perform his duties. Regression analysis reveals that employee motivation produce a significant impact on organizational development. This study explores that motivated employee can do the job well even in adverse condition of Rajasthan.

### References

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