

Impact of Training and Development on the Motivation of Employees in IT Sector with Special Reference to NCR(Delhi).

Dr.M. Shadab Khan

(Associate Professor)

Department of Commerce, Aligarh Muslim University

Sana Iqbal

(Research Scholar)

Department of Commerce Aligarh Muslim University

Abstract

The purpose of this research was to examine the influence of Training and skill development, Career Development and Leadership development on Job Satisfaction and influence of Job Satisfaction on Employee Motivation. Multiple regression analysis was conducted to test the four hypotheses. It was found that Training & skill development, Career Development and Leadership development had significant impact on Job Satisfaction. Therefore, hypotheses H1, H2 and H3 were accepted. Job Satisfaction had significant impact on Employee Motivation therefore Hypothesis H4 was also accepted.

Introduction

Today's era is an era of advancement and up gradation. Only those can survive who are prone to change and lead change through learning new things. Undoubtly, human resource is the most versatile resource among all other resources in the organization. It is the most crucial but expensive resource and therefore in order to sustain economic and effective performance of this resource, it is imperative to enhance and to maximize their contribution towards the accomplishment of the aims and objectives of the organization through training and development.

Training is therefore necessary to ensure an adequate supply of employees that are technically and socially competent for both departmental and management positions. (Laurie, 2007).

According to Heathfield (2012), the right employee training, development and education at the right time, provides big payoffs for the organization in increase productivity, knowledge, loyalty and contribution.

According to Ivancevich, J.M. (2010) training and development is a process that attempts to provide employees with information, skills and understanding of the organization and its goals. Additionally training and development aids an employee to continue to make the necessary positive contribution to the success of employing organization in terms of his / her good performance on the job.

The need for Training and Development:

As we know that technological advancement is accountable for the augmented need of training inputs to employees, but apart from this there are other factors too that contribute to the latter. Training is imperative for the individual development and growth of the employee that instill motivation in him to contribute his best in the achievement of organizational goals apart from earning money. Training and development is necessary to update employees of the market trends, the change in the employment policies and other things.

About the constructs of the study:

There are five constructs in the study-training and development, leadership development, carrier development, job satisfaction and employee motivation.

Training:

Training is the act of increasing the knowledge and skills of an employee for performing a particular job. Training leads to learning, a trainee learns new habits, refined skills and fruitful knowledge during his training. Training prepares an employee to do his present job efficiently and effectively as well as prepares him for future higher level job also. learning that enhances he is given adequate job.(vsprao 3rd edition, human resource management)**Training implies a process of upgrading an individual's knowledge, skills and competencies.** Every employee on join in the organization, is given job-related training so that he/she can perform task and assigned duties satisfactorily and hence can contribute his best to the organization(<https://businessjargons.com>)

Development:

Development means a process to prepare an employee for the current as well as future jobs, through imparting learning opportunities so as to augment their capacities, to takeover more challenging and complex tasks. .
(<https://businessjargons.com>)It is a long term process to impart conceptual and theoretical knowledge for general purpose.

According to Campbell, "Training courses are typically designed for a short term, set purpose, such as insurance training or may be operating a machine while development involves a broader education for long term purposes"(Gupta 2002)
(<https://www.projectguru.in>)

Leadership Development:

According to Baldwin and Ford (1988), "the success of leadership development is influenced heavily by the quality of the programme, level of support and acceptance from superiors, and the characteristics/learning style of the person being developed."

Leadership development is a common process in succession planning, and its motive is to develop high-calibre leaders to take over senior positions when they become vacant. Basically High-performers are usually recognized for this leadership development programme. (<https://www.hrzone.com>)

Career development:

Career development is the process consisting of the series of activities or the on-going/lifelong process of developing one's career. Career development literally indicate to managing one's career in an intra-organizational or inter-organizational scenario. It involves training on new skills, moving to higher job responsibilities, making a career change within the same organization, moving to a different organization or starting one's own business.(. (<https://www.mbaskool.com>)

Job Satisfaction:

Job satisfaction is refers to the level to which an employee feels self-motivated, content & satisfied with his/her job. Job stability, career growth and a

comfortable work life balance are some factors which leads to job satisfaction among employees.

Strong career growth and work life balance at the workplace makes the employee more satisfied and motivated. Apart from this earning good gross salary with job stability ,getting rewards and recognition as well as gaining new opportunities make employees more satisfied while working in the organization. (<https://www.mbaskool.com>)

Employee motivation:

The term motivation has been derived from the word ‘motive’ meaning needs, desires, wants or drives within the individuals. It can be said that it’s a process of stimulating others to perform action so as to achieve goals. Following are some psychological factors inspiring the behaviour of people:

- desire for money
- success
- recognition
- job-satisfaction
- team work, etc. (<https://www.managementstudyguide.com>)

Literature review:

Silva, Udawatta&Nanayakkara (2011) they undertook the study to highlight job satisfaction and performance of outsource staff in IT/BPO industries in Sri Lanka as such companies are facing issues of staff attrition and lack of motivation. The authors have selected 1500 employees form the IT/BPO industries and gathered data through questionnaire. They stated that job satisfaction promotes staff retention and make positive impact on the performance levels of outsource workforce in the IT/BPO industry of Sri Lanka. The findings of the study also showed that marital status and tenure created a significant impact on the working hours of employees, moreover job satisfaction have a strong relationship between time demands of work and turnover.

Saeed&Asgar (2012) in their study the authors highlight the significant relationship between training and development with the job performance of employees as well as

the relations between employee motivation and the job performance of employees where they tried to assess the moderating role of person job fit in both the relationships basically job fit means matching job performance as per the job requirement and the characteristics of personality. This study consisted of two independent variable training and motivation, one mediator variable person job fit and one dependent variable employee job performance. It was found that the person job fit had an effective role in binding the relationship between training, motivation and employee job performance.

Ababneh (2013) explained in their study the empirical antecedents (career planning and career management) and outcomes (organizational commitment, job creativity, and job turnover) of career development in the Jordanian public sector. A sample of 531 employees working in public sector organizations in Jordan was selected for the study. The findings of the study revealed that career planning and career management have a positive significant influence on career development as well as it also exposed significant positive influence of career development on organizational commitment and job creativity but a negative influence on job turnover.

Tahir, Yousafzai, Shahid and Hashim(2014) have conducted the study with the motive to find out the impact of training and development on the performance and productivity of employees in the united bank of Peshawar city, Pakistan. They have collected primary data through distributing eighty questionnaires in eight United Banks during the survey. They selected two variables Training and Development (Independent) and Employees' performance and productivity (Dependent) variables. Statistical tools such as SPSS, Pearson correlation and Cronbach Alpha were used in study for each questionnaire. Findings of the study specified that employees considered training and development as a prominent factor of employees' performance and productivity and their attitude was positive towards it. Further they found that there was a significant relationship among the variables such as Enhancement, job knowledge, Techniques, Skill, Ability, Competency and Morale.

Jan, Subramani, Gaur &Mahesan (2015) made an attempt in their researcher paper to throw light upon various factors that create impact on job satisfaction of IT

professionals employed in selected IT companies in Chennai. They developed and explained the structured equation model in order to study the influence of the variables like financial rewards, career advancement opportunities, working environment, training and development activities and interpersonal relationship on job satisfaction of IT professional. They collected data for the study through questionnaire from 20 software companies of small, medium and large scale in Ambattur Industrial Estate, Chennai such as TCS, HCL, Novel techpark, etc. The sample size of the study was 1472 out of which 960 questionnaire were returned completed. On the basis of the study they concluded that all variables were interrelated and had a positive influence on the job satisfaction that would result in increase in commitment and minimize employee turnover in IT companies.

Henarathgoda (2016) the researcher explored the impact of leadership development on employee performance in large scale tyer manufacturing organizations in Sri Lanka. The independent variables of the study were empowerment, training and development, coaching, participation and delegation and dependent variable was employee performance. He used SPSS 14 and applied correlation and regression analysis. The findings showed that all the hypotheses developed in this study were accepted and were positively related to employee performance. Furthermore he concluded that participation in leadership development has the highest impact on employee's performance and empowerment has the least impact on employee performance.

Hajjar&Alkhanaizi (2018) explained the essence of discovered factors that impact the training effectiveness of training programs as well as evaluate its impact on the performance and behavior of the trainees too. The researchers gathered data for the study through questionnaire from some private training academy in the kingdom of Bahrain they used correlation technique to find relation between the contents, training environment, facilities and materials, training schedule, presentation style with the training effectiveness. They applied regression analysis for assessing the impact of such factors on training effectiveness. The findings of the study showed a strong positive correlation between the five factors and training effectiveness as well as offered a sound platform for training managers for designing the training programs.

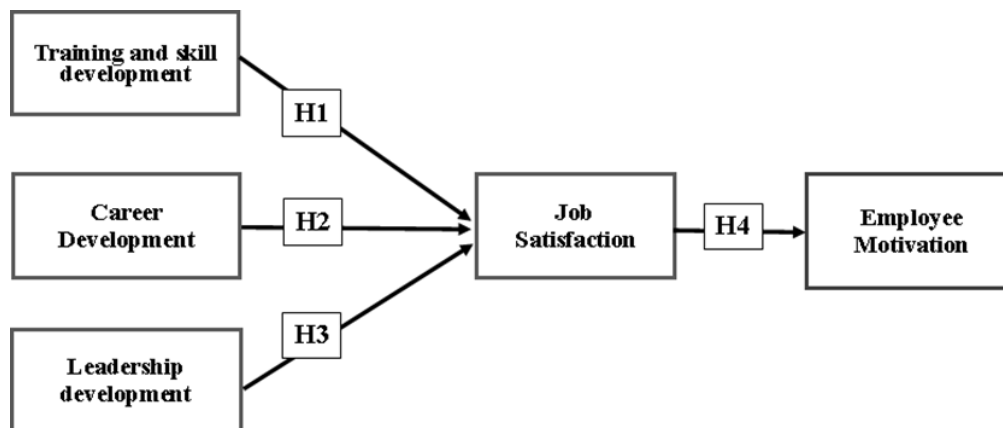
The review of literature mentioned above highlight the studies undertaken by several authors with different variables.

Silva,udawatta and Nanaykkara(2011) highlighted the significance of job satisfaction and performance of outsource staff in IT/BPO industries in Sri Lanka which revealed strong relationships between job satisfaction and employee motivation. Whereas Saeed and Asghar(2012)discovered an effective role of person job fit in binding the relationship between training, motivation and employee job performance.Tahir,Yousafzai,Shahid and hashim(2014)through their study they explored the impact of training and development on the performance and productivity of employees in the united bank of Peshawar city in Pakistan.However,Jan,Subramani,Gaur and Mahesan(2015)attempted to explore various factors that impact the job satisfaction of IT professionals in IT companies in Chennai.Henarathgoda(2016) explored the influence of leadership development on employee performance in Sri Lanka and found the highest impact of leadership development on employee performance.Hajjar and Alkhanaizi(2018)explained the essence of discovered some factors that impact the training effectiveness of training programs and also evaluated its impact on the performance and behavior of the trainees too. All these studies contribute to the favourable role of training and development activities towards the performance of employees as well as the performance of the organization.

Company Profile of TCS:

Tata consultancy services (TCS),was established 1968, it is one of the largest provider of Information Technology (IT) and Business Process Outsourcing (BPO) services in India. TCS is an unmatched provider of IT services, consulting and business solutions organisation that delivers actual results to the business globally, with an ensured level of certainty. TCS offers a consulting-led, integrated portfolio of IT, BPS, infrastructure, engineering and assurance services. All these services are rendered by TCS through its unique Global Network Delivery Model, acknowledged as the benchmark of excellence in software development. Besides being a part of the Tata group, TCS is the largest industrial conglomerate, it has over 424,000of the world's best-trained consultants in 46 countries. The company generated consolidated

revenues of US \$20.9 billion for year ended march 31, 2019(strong order book anddouble digit growth mark stand-out year for TCS,from tcs.com-delivered by google,www.tcs.com) and is listed on the National Stock Exchange and Bombay Stock Exchange in India. TCS has been ranked among the ‘Big 4’ most valuable IT services brands worldwide. In 2019, TCS has secured 66th place overall in the Forbes World’s Most Innovative Companies ranking, making it both the highest ranked IT services company moreover it is the largest company of India that appears on this list for the eighth times.It is the world’s 10th largest IT services provider, measured by the revenues. It is ranked 10th on the Fortune India 500 list. TCS is one of the largest private sector employers in India and the second largest employer among listed Indian companies. According to Brand finance IT Service 15 annual report for 2018,TCS has a total brand value of US \$10.391 billion. This rank has placed TCS in the top three most valuable brands in the IT services globally along with IBM and Accenture.(www-tcs-com.cdn.ampproject.org).



Hypotheses of the study are as follows:

H1: Training & skill development has significant influence on Job Satisfaction

H2: Career Development has significant influence on the Job Satisfaction

H3: Leadership development has significant influence on the Job Satisfaction

H4: Job satisfaction has significant influence on employee’s motivation

Research objectives

The main purpose of this research is to study the impact of training and development variables on the employee's motivation. Apart from this study also tests the mediating role of Job satisfaction between training and development variables on the employee's motivation.

The objectives of the study are as follows:

- 1) To provide a better understanding of the concept of training and development.
- 2) To study the impact of training and development variables on the motivation of employee.
- 3) To explore the role of training and development, career development and leadership development on job satisfaction.
- 4) To examine the mediating role of employee Job satisfaction between training and development as well as on the motivation of employees.
- 5) To study the gender difference in the variables in relation to training and development.

Research design

A descriptive, non-experimental, survey research design, was applied in the study which is also known as a correlational research design (in which independent variable are not manipulated (Fraenkel, Wallen& Hyun 2011 and Elmes, Kantowitz,&Roediger 2011)

Research Process

A standard closed ended questionnaire having 19 likert type statements and other demographic variables was prepared.

A dataset with 268 responses was obtained in the final survey. The analysis of data was done using, t-test, correlations multiple regressions. SPSS software was used to analyses the data.

Questionnaire Design:

Questionnaire Development

The author has used a standard closed ended questionnaire as the research instrument in this study. Section 1 of the questionnaire contained scale item questions regarding the independent and dependent variables. All scales items have been measured on a seven point likert scale. These scales have been adapted from pervious studied. The items for three main independent variables 1) training skill and development 2) Career development and 3) Leadership development have been adapted from Jangbahadur and Sharma (2017), Puah and Anantharam (2006) and Leskiw and Singh, 2007 respectively. For evaluating the mediating variable i.e. Job Satisfaction items have been adapted from Latham and Pinder (2005) and Mak and Sockel(2001) respectively. Section 2 and 3 of the questionnaire comprised of the items relating to the demographic variables and training characteristics.

Data collection:

The data was collected from an IT company i.e. TCS located in Delhi, NCR. In total 500 questionnaires were distributed among the employees of TCS. After deleting the questionnaires with large missing values and unengaged responses, 268 questionnaires were included in the final data analysis.

Test of hypotheses:

This research proposes and tests 4 hypotheses. Regression analysis has been used to test the hypotheses in the study. Total 2 regressions have been run to test 4 hypotheses. Regression1 presents the results of H1, H2 and H3. Regression2 presents the results of hypotheses H4.

Regression1

Regression analysis has been used to check the influence of *Training & skill development (H1)*, *Career Development (H2)* and *Leadership development (H3)* on the *Job Satisfaction*. The ANOVA table indicates that the overall model of regression was significant (F value= 44.172, $p < 0.001$). The value of R Squared for the model was 0.334, which indicates that all the independent variables together could explain

33.4 percent variance in the dependent variable (*Job Satisfaction*). All three hypotheses, *H1: Training and skill development* → *Job Satisfaction* (beta=0.155 p=0.010), *H3: Career Development* → *Job Satisfaction* (beta=0.334, p<0.001) and *H5: Leadership development* → *Job Satisfaction* (beta= 0.227, p< 0.001) were accepted.

Regression 2

This regression was directed to assess the relationship between Job satisfaction and employee's motivation (H4). The ANOVA was found to be significant. Therefore, overall model is acceptable. The relationship between Job satisfaction and employee's motivation was positive and significant. Therefore the hypothesis H7 (*Job satisfaction* → *employee's motivation*, beta=.458, p<0.0001) has been accepted.

Result of regression 1							
Influence of Training and skill development, Leadership development ad career Development on Job Satisfaction							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.999	.303		3.292	.001		
Leadership development	.227	.059	.226	3.855	.000	.736	1.358
Career Development	.334	.053	.351	6.243	.000	.798	1.253
Training and skill development	.155	.060	.156	2.596	.010	.695	1.439
<p>Note</p> <p>F value= 44.172, p<0.001</p> <p>R Square= 0.334</p> <p>Adjusted R Square= .327</p> <p>Durbin-Watson= 1.931</p> <p>Dependent Variable: Job Satisfaction</p>							

Result of regression: 2							
Influence of Job Satisfaction on Employee Motivation							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	3.020	.251		12.04 2	.000		
Job Satisfaction	.458	.055	.455	8.323	.000	NA	NA

Note
 F value= 69.268, p<0.001
 R Square= 0. .207
 Adjusted R Square= 0.204
 Durbin-Watson= 1.927
 Dependent Variable: Employee Motivation
 NA= Not applicable as only one independent variable has been used

Conclusion:

The study pursued to establish the role of training and development, career development and leadership development in influencing *employee motivation* through Job satisfaction in context Information Technology firms in India. The results of key findings have been summarized in several headings.

To achieve the objectives of present study, a survey was conducted; and data was analysed using several statistical tools. The survey instrument was developed using insights from the previous studies. A quick summary of the most important findings are presented below in four headings. 1) Findings related to demographics and training characteristics, 2) Findings related to regression analysis, 3) Findings related to gender (T-test), 4) Findings related to mediation.

Findings:

As the purpose of this study was to assess the influence of training and development on the motivation of employees thereby enhancing their performance. So, the findings of the study revealed that career development, leadership development and training and skill development have positive impact on Job Satisfaction on one hand and employee satisfaction creates positive impact employeemotivation on the other hand. Furthermore the findings also revealed t-test which was conducted to assess the gender difference in the variables of study(at 5% level)was not significant for all variables whereas at 10% level there was gender difference for two variables: Leadership development and Job Satisfaction.

Mediation analysis was done by using Hayes macro process. The result of mediation analysis indicate that job satisfaction mediated partially between the three variables i.e. Training and Skill Development, Career Development, Leadership Development with the employee motivation.

Discussion and Implications

Training is a consistent way to enhance the performance of employees as it bridges the gap between job requirements and the current job specification of the employees. It is one of the primary needs of the organization to search for the needs to evaluate training programs and measure its influence on both performance and behaviour of the trainees. Undoubtedly, training and development motivates, polishes skills, knowledge, attitude and finally the performance of the workers as well as the productivity of the organizations (Cole, 2002). The basic instinct of training is to impart short-term knowledge and skills to employees to perform in their current job while development has a long-term emphasis to enable the employee to take up higher responsibilities in upcoming time. Saleem (2011) identify that training and development enhances job satisfaction and productivity for organizations as the employees are well known what is expected of them and they are also well equipped with the knowledge and tools to perform their jobs efficiently. Beardwell, Holden and Clayton (2004) indicated that in recent years companies have realised the significance of training that has been further strengthened due to heavy competition and the success of their rivalries thereby promoting good investment in employee development.

Limitations:

As none of the research that is based on survey data is conducted without limitations, likewise this study also have some limitations. *Firstly*, the data for the study was gathered through a survey with the help of a self-administered questionnaire. This may lead to social desirability bias. *Secondly*, this study derives data from a selected city only and this may limit the generalizability of the findings of the study. *Thirdly*, data for the study has been collected by the researcher through controlled purposive and non-probability sampling which has its own limitation. *Fourthly*, there is a big gender gap in the sample. The sample is dominated by male respondents that make it less representative of women respondents and *lastly*, there are several other factors which may also influence employee motivation.

Future Directions:

This study explores the influence of training and development only on job satisfaction and motivationalone,however future researchers may study the influence of these antecedents on other relevant dependent variables as well. Since this study is based on IT sector and data for the study has been collected from NCR Delhi therefore studies based on other sectors utilizing data from other cities as well could be duplicated by upcoming researchers. The study has used a sample of 268 IT employees which reflected sufficient psychometric properties. However, using a bigger data set could be more representative and can be used by large nationally funded studies.

Moreover Scale development researchers adapting Indian context can also be conducted in the area of employee training and development.

Note: This paper has been taken from my thesis entitled, “Impact of training and development on the performance of employees in IT sector with special reference to NCR(Delhi)which is about to be submitted.

Reference:

1. Mullins, J. Laurie. (2007). Management and organizational Behavior 8th ed. Prentice Hall. Pearson Education, Edinburg Gate.
2. Heathfield, S. M. (2012). Training: Your investment on people development and retention. About.com Guide. Human Resource [on-line] Assessed on January 20, 2012 from the World Wide Web. http://humanresources.about.com/od/educationgeneral/a/training_invest.htm
3. Ivancevich, J. M. (2010). Human Resource Management 8th ed. Boston: Irwin McGraw-Hill

4. H.A.R.N. Silva , L.Udawatta& V. Nanayakkara(2011) A Study of IT/BPO industry and factors influencing their performance, SAITM Research Symposium on Engineering Advancements.
5. Muhammad MohtshamSaeed& Muhammad Ali Asghar(2012), “Examining the Relationship between Training, Motivation and Employees Job Performance – The Moderating Role of Person Job Fit” ISSN 2090-4304 Journal of Basic and Applied Scientific Research,*www.textroad.com, J. Basic. Appl. Sci. Res.*, 2(12)12177-12183, 2012© 2012, Text Road Publication.
6. RaedAbabneh(2013), Antecedents and Outcomes of Career Development in Jordanian Public Sector,*Journal of Emerging Trends in Economics and Management Sciences (JETEMS)* 4(4):417-426© Scholarlink Research Institute Journals, 2013 (ISSN: 2141-7024) jetems.scholarlinkresearch.org
7. NeelamTahir,Israr khan Yousafzai,ShahidJan,MuhammadHashim(2014), “The Impact of Training and Development on Employees Performance and Productivity-A case study of United Bank Limited Peshawar City,KPK,Pakistan,*International Journal of Academic Research in Business and Social Sciences April 2014, Vol. 4, No. 4*
8. N. Akbar Jan, A.K. Subramani, Mamta Gaur, and S. SaravanaMahesan(2015) “Factors impelling job satisfaction among IT professionals in Chennai”,*I J A B E R*, Vol. 13, No. 8 (2015): 6369-6381
9. H.G.A.S.S.J.Henarathgoda(2016), “Impact of leadership development on employee performance:A study on large tyre manufacturing industry in Sri Lanka” *International Journal of Arts and Commerce* Vol. 5 No. 4 May, 2016

- 10.Said Taan EL Hajjar and MadinaSughraAlkhanaizi(2018), Exploring the Factors That Affect Employee Training Effectiveness: A Case Study in Bahrain, SAGE Open April-June 2018: 1–12 © The Author(s) 2018 DOI: 10.1177/2158244018783033 journals.sagepub.com/home/sgo
- 11.Elmes, D. G., Kantowitz, B. H., &Roediger III, H. L. (2011). *Research methods in psychology*. Cengage Learning.
- 12.Fraenkel, J. R., Wallen, N. E., & Hyun, H. H. (2011). How to design and evaluate research in education. New York: McGraw-Hill Humanities/Social Sciences/Languages.
- 13.Jangbahadur, U., & Sharma, V. (2017). Employee development practices and sustainable organisational performance in Indian steel industries: development and validation of scales. *International Journal of Management Practice*, 10(3), 224-253.
- 14.Latham, G. P., &Pinder, C. C. (2005). Work motivation theory and research at the dawn of the twenty-first century. *Annu. Rev. Psychol.*, 56, 485-516.
- 15.Leskiw, S. L., & Singh, P. (2007). Leadership development: Learning from best practices. *Leadership & Organization Development Journal*, 28(5), 444-464.
- 16.Mak, B. L., &Sockel, H. (2001). A confirmatory factor analysis of IS employee motivation and retention. *Information & management*, 38(5), 265-276.
- 17.Puah, P., &Ananthram, S. (2006). Exploring the antecedents and outcomes of career development initiatives: Empirical evidence from Singaporean employees. *Research and practice in human resource management*, 14(1).

18. Gupta, C.B., (2002), "*Human Resource Management*", Sultan Chand & Sons, New Delhi
19. V S PRao, *Human recourse management 3rd edition.*
20. <https://businessjargons.com>
21. <https://businessjargons.com>
22. Gupta, C.B., (2002), "*Human Resource Management*", Sultan Chand & Sons, New Delhi
23. <https://www.projectguru.in>
24. www-tcs-com.cdn.ampproject.org
25. <https://www.hrzone.com>
26. <https://www.mbaskool.com>
27. <https://www.mbaskool.com>
28. <https://www.managementstudyguide.com>