

## **Evaluating the Impact of Training on Motivation Level of Employees in Telecom Industry in India**

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### **Abstract**

#### **Purpose:**

The goal of the research is to analyse the impact of training on the level of motivation of employees.

#### **Design/Methodology/Approach:**

The data was collected from 379 respondents from telecom industry in NCR, India. The study was conducted in two stages. In the first stage, literature review was done and the current literature was reviewed to identify the gap. In the second stage, data analysis was done using the analytical tool IBM SPSS 25.

An online questionnaire survey, based on 5-point Likert scale was used to collect data from the respondents. Cronbach's Alpha was used to test the reliability of the instrument, and the value for motivation variable came out to be (0.925), and for training it came out to be (0.930). Regression analysis was conducted on the data and the results revealed that the model was statistically significant and coefficient of correlation came out to be 0.684, which suggested that there is a strong positive correlation between independent variable (training) and dependent variable (motivation). The value of R square is (0.468), which means that (46.8%) of variance in dependent variable (motivation) is explained by the predictor variable (training).

#### **Findings:**

The study concluded that training had a strong positive impact on the motivation level of employees, which leads to their performance improvement. It can be said that training can be considered as a tool for motivation.

#### **Research limitations:**

The study has a few limitations that open doors for further research opportunities. The study was conducted on a small scale in a single industry, which restricts the generalizability of the results. A bigger sample size can be taken to refine the findings. Similar study can be conducted on other sectors as well. Additionally, the study can also include other variables like retention, job satisfaction etc. to evaluate the impact of training.

#### **Practical implications:**

The study will help the organizations to provide need-based training to their employees, which will improve their skills and abilities, and also motivates them to perform better.

**Keywords:** Training, Motivation, Employee performance, Telecom

## 1. Introduction

Organizations are constantly looking for innovative and efficient methods to boost performance due to the ever-changing work environment. Organizations need to concentrate on improving employees' skills and boosting their motivation levels in order to obtain the required results to achieve this performance improvement. A motivated task force is an essential element in any organization. Motivation is the drive that directs employees to achieve their personal goals, organizational goals, and be the best version of themselves. Employees work to satisfy their multiple needs viz. physiological, safety, social, self-esteem and self-actualization (Maslow). It can be said that motivation is a pivot element in the growth of an organization (Zameer *et al.*, 2014).

The biggest challenge that the organization face is to keep the employees motivated, so that organizational goals can be achieved (Mustapha, 2020). In order to encourage and motivate the employees to improve their performance, it is necessary to connect employee motivation with development variables including pay structures, job enrichment and expansion strategies, and training (Upneja & Ozdemir, 2014).

Given the dynamic workplace environment, organisations strive for cutting-edge and useful techniques to improve performance. In order to achieve this performance increase, organisations must concentrate boosting the abilities and motivation of their staff. It is necessary to establish a relation between performance of the employees and the factors that influence employee performance (Aslam *et al.*, 2015). One of the important factors that enhances employee performance is the motivation level of the employees. Many writers have attempted to suggest that providing training can boost motivation level of the employees and also improve their performance.

Though telecommunication sector extensively contribute to the economy of a country, Libyan telecommunication sector is facing crucial challenge to maintain employee performance given low motivation level (Almadani, 2017). Considering that, it becomes quite appropriate to study the factors that influence employee motivation (Tumi *et al.*, 2022).

The study focusses to analyse the difference in perception of employees who have received training and those who have not received training, regarding the impact of training on the level of motivation.

To accomplish the objective, this study is divided in several sections. Section 2 includes the literature review, hypothesis formulation. Section 3 will focus on the research methodology being adopted in the study. Section 4 incorporates the analysis of the analysis of the data. Section 5 provides the discussion and conclusion.

## **2. Literature Review**

This section encapsulates the research work related to the impact of training on the motivation level of employees working in various fields.

### **Training**

Training is defined as the process of gaining knowledge, skills and abilities to perform a specific job (Olusanya et al., 2012). They specified that training is different from development in the sense that training is concerned with the current job, whereas development refers to the learning process that has long-term prospects. (Engetou, 2017) described that training is a planned process that helps to enhance employee performance and competency. Various researchers suggested that training is a process that drives the employees to perform better and achieve their personal and organizational goals. (Naanda, 2010) asserted that the education system does not truly equip the employees with required skills. Training at work place provide the employees with the desired knowledge and skills that helps them to achieve the goals of the organization (Zemburuka & Dangarembizi, 2020).

### **Motivation**

(Robbins & Everitt, 1996) explain motivation as the "willingness to exert high levels of effort towards organisational goals, conditioned by the effort's ability to satisfy individual needs." It propels the individuals to achieve their goals. It should be anticipated that human resource development initiatives will help improve overall organisational performance through their psychological and motivating components. In the words of Dwight Eisenhower's, "Motivation is the art of getting people to do what you want them to do because they want to do it", it is understandable that motivation stimulates the individuals to perform proficiently in a way that meets the needs of the organisation (Achim et al., 2013).

Some academicians believe that autonomy, job evaluation, training, along with monetary and non-monetary perks, are the major motivators for transforming behaviours among individuals. Multiple researches acknowledge that various constructive behaviour patterns that are necessary for an organisation to function effectively evolve as a result of motivation (Ryan & Deci, 2000).

### **Training and Motivation**

Many researchers explained that training motivates the employees to accomplish their goals. (Khushk, 2021) in their paper entitled "Impact of Training, Mood and Motivation on Employee Performance in Universities of Sindh, Pakistan" concluded that the independent variables training, mood and motivation have a positive impact on employee performance. The study was conducted on the faculty members and administrative staff of universities in Sindh, Pakistan. The study found that periodic performance evaluation was conducted. Efforts was done to evaluate the reason of low performance. They found that it could be due to deficiency in training, and other factors like mood and motivation. Training increases the knowledge and skills of the employees and leads to personal development as well. A happy employee will have a positive impact on their performance and enhance the productivity. The study also inferred that internal and external sources of motivation play an important role in improving the performance of employees.

(Mustapha, 2020) in their paper entitled "The Impact of Motivation on Employees' Performance in some Public and Private Schools in Talata Mafara" concluded that a motivated employee performs better than the one with low motivation levels. They also discussed that motivation is

an important factor in enhancing the performance and productivity of employees. They also suggested that apart from factors like promotion, training, employee welfare schemes, and harmonious labour-management relationship, financial stability also plays a major role in motivating the employees. And for that the organizations must work on providing better wage structure and financial incentives. It is also studied that self-nomination and trainer's reputation also has a great influence on the level of motivation of employees. It is also stressed that the employees must be given correct information regarding the training program. Communication through informal channels provide vague information, which might have an adverse impact on the pre-training motivation of the employees (Kodwani, 2021).

H<sub>0</sub>: There is no significant impact of training on the level of motivation of employees.

### **Objective of the Study**

This research study is undertaken to study the impact of training on the motivation level of employees of telecom industry.

### **3. Research Methodology**

The current study used descriptive research design. This study examines the impact of training on the motivation level of employees in telecom Industry in NCR, Delhi, India.

#### **Target population**

The target population for the study are the respondents working with the three selected telecom companies viz. Bharti Airtel Ltd., Reliance Jio Infocomm Pvt. Ltd., Vodafone Idea Ltd. in NCR, Delhi, India. From this population, respondents are selected by convenient data sampling method. This particular sampling method has been taken up as this method allows to obtain almost accurate data for the study in the stipulated time.

Sample size for the study was 379.

### **Data Collection**

The data were collected from primary and secondary sources. A structured questionnaire was used to collect the primary data. The respondents were contacted through LinkedIn, and the questionnaire was distributed through direct messaging, email and WhatsApp.

The questionnaire included several dimensions of training and employee motivation. The questionnaire consisted of multiple dimensions including demographic characteristics of the respondents, training (5 items) and employee motivation (5 items) based on the previous studies. The questions were clear, brief, and easy to understand. Pilot testing of the questionnaire was carried out on 56 respondents.

The questionnaire was accompanied by a cover letter. The cover letter declared the purpose of study and assured the anonymity of respondents.

The secondary data were collected from dissertations, published research work, and internet.

### **Cronbach's Alpha Reliability Statistics**

Cronbach's Alpha is used to evaluate the scale's reliability. It was done through SPSS. The studies show that the value of Cronbach's Alpha above 0.70 is considered to be reliable. In the present research, the value of Cronbach's Alpha for motivation is (0.925) and Cronbach's Alpha

for training is (0.930). Overall reliability of the scale is (0.939). The score proves that the value is within the range needed to conduct further statistical analysis. A final questionnaire was prepared with a few minor modifications and the complete data was collected. The analysis of the data was performed on IBM SPSS version 25.0.

#### 4. Results

The demographic profile of the respondents is presented in table 1.

Amongst the respondents, majority of the respondents (85.2%) were male, and 14.8% were female. A large number of the respondents (87.1%) belong to the age group of 25-45 years, (6.6%) are in the age group 20-25 years, (4.7%) of the respondents were in the age group 45-50 years, and only (1.6%) were above 50 years of age. Examining the educational qualification of the respondents, (33.5%) of the respondents were graduates, (59.1%) were postgraduates, (6.3%) hold a professional degree, and (1.1%) achieved a doctoral degree. Further, the study found that (19.3%) respondents had an experience of 0-3 years, (16.6%) respondents had an experience of 3-6 years, (18.7%) respondents had an experience of 6-10 years, (18.5%) respondents had an experience of 6-10 years, and (26.9%) respondents had a total experience of more than 15 years. The study revealed that (9.5%) respondents were at executive level, (13.9%) were senior executives, majority of the respondents were at managerial level (39.6%), (13.5%) were at senior manager level, (9.0%) were Assistant General Manager, (7.1%) were at Deputy General Manager level and (6.1%) were at General Manager level.

Table 1: Demographic Characteristics of the respondents

Demographic Characteristics	Description	Frequency	Percentage
Gender	Male	323	85.2
	Female	56	14.8
Age	20-25 Years	25	6.6
	25-30 Years	148	39.1
	30-35 Years	69	18.2
	35-40 Years	58	15.3
	40-45 Years	55	14.5
	40-50 Years	18	4.7
	Above 50 Years	6	1.6
Educational Qualification	Graduate	127	33.5
	Post- Graduate	224	59.1
	Professional Course	24	6.3
	Doctorate	4	1.1
Years of Experience	0-3 Years	73	19.3
	3-6 Years	63	16.6
	6-10 Years	71	18.7
	10-15 Years	70	18.5
	More than 15 Years	102	26.9

Designation	Executive	36	9.5
	Senior Executive	58	15.3
	Manager	150	39.6
	Senior Manager	51	13.5
	Assistant General Manager	34	9.0
	Deputy General Manager	27	7.1
	General Manager	23	6.1

## 5. Analysis

Employee Motivation was measured using a 5-item motivation scale. Respondents rated these items on a 5-point Likert scale (1= “Strongly Disagree” to 5 = ‘Strongly Agree”). The items were Training increases my motivation to work, I derive fulfilment in taking interesting challenges, Training provides a sense of accomplishment, I feel delighted to learn new things, and I can deal with more-challenging roles in my work-profile.

Training was measured using a 5-item training scale. Respondents rated these items on a 5-point Likert scale (1= “Strongly Disagree” to 5 = ‘Strongly Agree”). The items were there are several opportunities to learn new skills in my organization, Training programs for the employees are regularly conducted by my organization, training received is useful for my job and personal development.

**H<sub>0</sub>: There is no significant impact of training on the motivation level of employees.**

### Impact of Training on Motivation

The following table provides the summary of linear regression model, which shows the relationship between training and motivation of employees.

Coefficient of correlation (0.684) shows that there is a strong positive correlation between the two variables i.e. training and motivation.

The value of R square depicts the percentage of outcome explained by the predictors. The value of R square is (0.468), which means that (46.8%) of variance in dependent variable (motivation) is explained by the predictor variable (training). The adjusted R<sup>2</sup> value provides insight into how well the model generalises the variation (0.467-0.468) or (0.002%). Due to this shrinkage, the model would be able to predict the outcome with a (0.5%) likelihood of accuracy if it were drawn from the population as opposed to a sample.

Table 1: ANOVA results for impact of training on motivation level of employees

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	97.133	1	97.133	332.086	.000 <sup>b</sup>
	Residual	110.270	377	0.292		
	Total	207.404	378			

a. Dependent Variable: Motivation

**b. Predictors: (Constant), Training**

*Source:* Analysis on primary data by the researcher

The values given by ANOVA table are  $F(1, 377) = 332.086$ ,  $p = 0.000$ . As the value of  $p < 0.05$ , the ANOVA table depicts that the model is statistically significant at 5% level of significance. Therefore, it can be said that the regression model yields a significantly better prediction of the changes in motivation level of the employees through training provided by the organization.

Table 12: showing unstandardized and standardized coefficient values

<b>Coefficients<sup>a</sup></b>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.279	.123		18.477	.000
	Training	.521	.029	.684	18.223	.000

**a. Dependent Variable: Motivation**

*Source:* Analysis on primary data by the researcher

The details of the model parameters, or beta values, and their relevance, are shown in the above table. The beta-value is ( $\beta_0 = 2.279$ ) interprets that in the absence of predictor ( $X=0$ ), the model interprets that motivation will be (2.279). Regression line is given by  $Y = 2.279 + 0.521X$ , where Y is the dependent variable, motivation and X is the independent variable i.e. training.

## 6. Discussion

This study examines the impact of training on the motivation level of employees in telecom industry. The hypothesis ( $H_0$ ) assumes that training does not have significant positive impact on employee motivation. Using the current data, this hypothesis is not supported. Such a result was found in previous studies (e.g., (Niati et al., 2021); (Ozkaser, 2019)). The organizations are looking forward to finding new ways to enhance employee performance and organizational performance. In the pursuit of finding effective means to improve performance, it is found that increased motivation can lead to better performance, and low level of motivation induce unsatisfactory performance (Khan *et al.*, 2019).

Employees also expect better rewards to improve their lifestyle. They perceive that training can help them upgrade their knowledge and skills, which will improve their performance. Hence, it is believed that training act as a tool to boost the level of motivation of employees.

## 7. Conclusion

The research studied the impact of training on the motivation level of employees. Based on the findings and analysis, the study concludes that the employees consider training as a pivot factor for motivation. The employees are of the opinion that training motivates them to perform better, they are able to take up new challenges and accomplish them as well. Based on the findings, it was determined that skilful workers are motivated to perform their jobs more efficiently. However, when workers are aware of their performance level, they are motivated to work hard to meet performance goals.

The study can be useful to the organization in understanding that Employee motivation results in improved job performance. Nonetheless, the benefits of training are amplified by employee motivation.

## **8. Limitations and Future Scope of the Study**

The study has a few limitations that open doors for further research opportunities. First, the study was conducted on a small scale in a single organization, which restricts the generalizability of the results. Future studies can be replicated in other organizations and industries. Second, a small sample size of 379 respondents was taken. A bigger sample size can be taken to refine the findings. Finally, the present study focussed on a single variable (motivation), further studies can be conducted to analyse the mediating effect of motivation on employee performance, and other variables like retention, job satisfaction etc. can be included to evaluate the impact of training.

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