

Impact on Training and Employee Motivation in an Electricity Company

R. S. Weeraratna¹ and W. S. D Somawardana²

^{1, 2}Department of Business Management, Faculty of Business,
Sri Lanka Institute of Information Technology, Malabe, Sri Lanka
¹ranitha.w@sliit.lk, ²sandunisomawardana@gmail.com

Abstract: The extended study discovers the impact on Training and Employee Motivation in ABC Electricity Company whereas Electricians were used to investigating the impact by employing the simple random sampling. As per the state in the problem statement, Employee Survey indicated that there were 65% of electricians were dissatisfied with their leadership development, and No Customer Complaints were also increased over the years. To backbone with the base of the objective on the literature review, the researcher would identify the Training Cycle and its elements as Independent variables as Training need analysis, Training Delivery Methods, and Training evaluation methods. Moreover, the research results revealed that there is a high impact on Employee Training and Employee motivation in this particular company while the highest impact denoted in Employee Training and least impact signified in Training delivery methods. Subsequently as a sum up, since there is a pandemic is going on over the world, organizations need to focus on employee motivation and Training is key to keep employee motivation. Nevertheless, by prevailing constraints to conduct the physical training programs, this research gives insights for organizations to move with virtual training for their employees as well as vital of identifying perfect Training need analysis.

Keywords: Training, Employee motivation; ABC Electricity Company; Covid 19

Background of the Study

It is essential for any organization to constantly develop knowledge, skills, abilities, and attitudes to establish efficient employee participation in the service. Training plays a major role in the learning and development of staff in this respect. Well-trained staff always perform the tasks well whereas Tabassi (2012) has responded by pointing out that the absence of training is one of the reasons for low employee performance and motivation (Shahzadi, Javed,& Pirzada , 2014). Further, in this contemporary era need for training signifies most of the talent gap of individuals and technology advancements whereas Graspey, 2018 highlighted that most of the companies focused to invest more than 87.6\$ billion per annum to ongoing training for employees (Ozkeser, 2019). Consequently, World Training magazine 2019 emphasized based on their empirical findings regarding investment in employee training and employee development and retention and as per the below figures (Figure No 1 & 2) highlighted that 82% of talent development teams stressed that supervisors/ managers were fully supported their subordinates to engagement and training and 84% of employees who belongs to top-performing companies granted sufficient amount of professional training while 94% of employees assured to stay with their companies in the long term if companies invested for them to provide training and 76% of employees looking for opportunities for career growth as well (Martine, 2020).

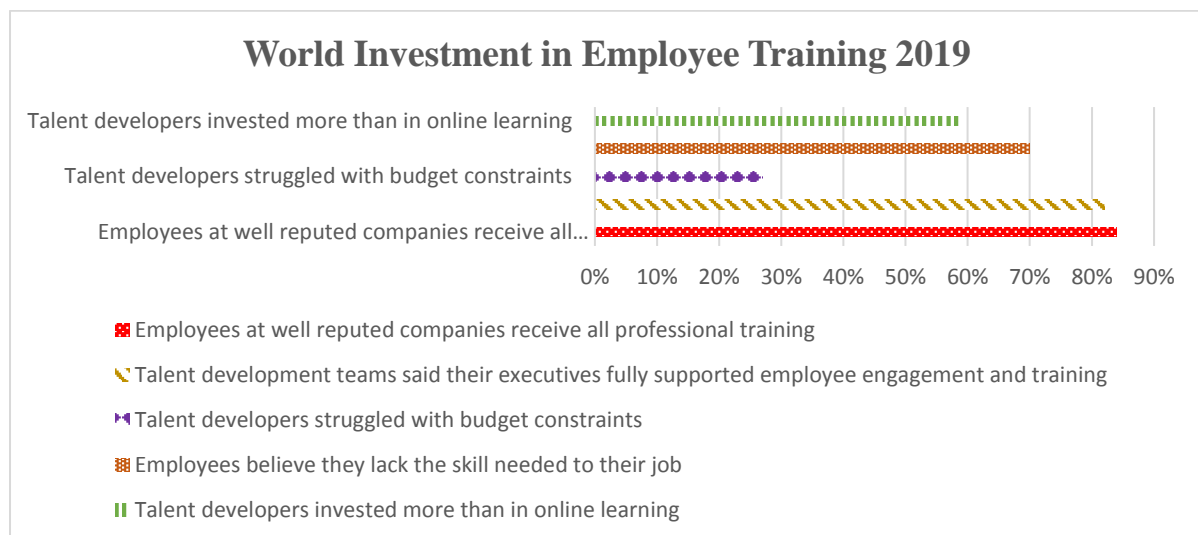


Figure 1: World Investment in Employee Training 2019

Source: World Training Magazine, 2019

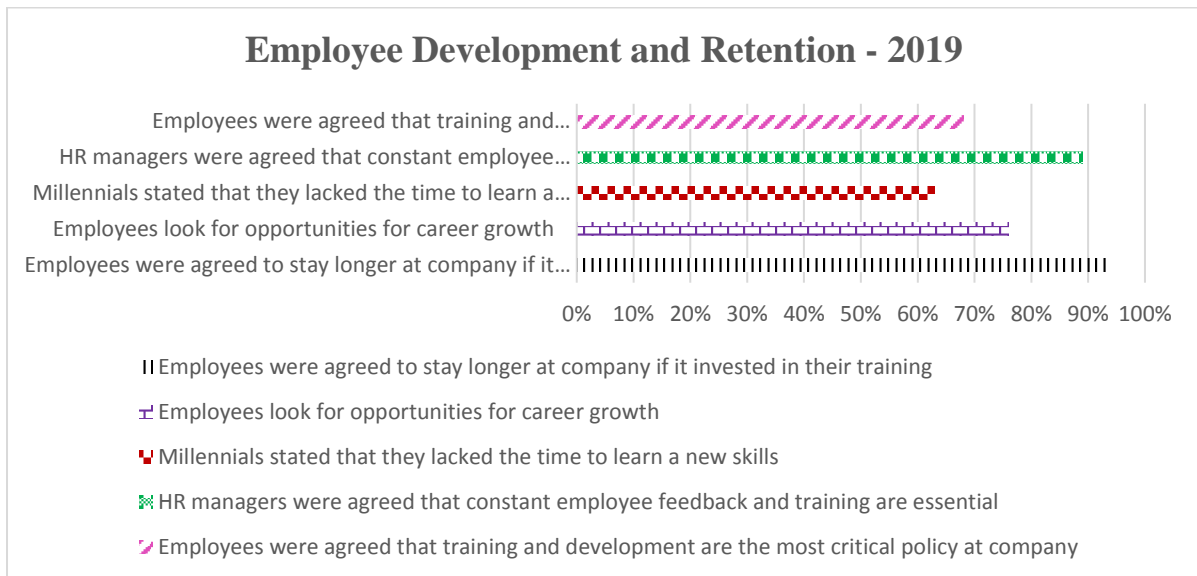


Figure 2: World Employee Development and Retention 2019

Source: World Training Magazine, 2019

Perhaps it seems, Training is essential to achieving organizational objectives whereas, HR exchange Network Statistics 2019 stressed that 68% of employees tend to train in the workplace, 73% of organizations provide industry-specific online programs while 82% of the worldwide companies use LMS and 75% companies used virtual classrooms do their training (Figure 3) (Martine, 2020).

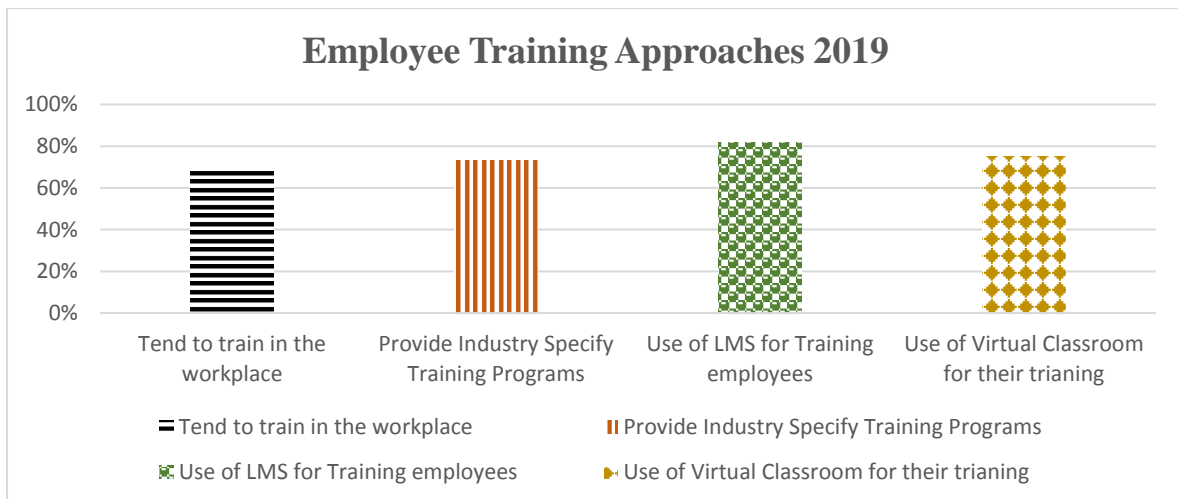


Figure 3: World Employee Training Approaches 2019

Source: World Training Magazine, 2019

However, due to Covid- 19 outbreak, employee training shift towards a new level whereas is strategically move from Instructor-Led Training (ILT) into Virtual Instructor-Led Training (VILT) and Shukla 2020 emphasized that exceptional time of transformation, there are 5 trends in T&D such as A boom in ILT, Complexity, strong financial pressure, increase spending for learning and need of Technology investment (Shukla, 2021). Consequently, as per the CompTIA workforce and learning trend 2020 emerging technologies that use for employee training highlighted that 58% of respondents preferred personalization and adaptive learning, 56% preferred Data-driven assessments while 52% desired Employee-led learning and least respondents 31% chosen Gamification (Bouchrika, 2020).

Moreover, it revealed that Training is something that is mostly influenced with any field of profession and it is important to analyze situations and identify the factors that motivate and maintain employees because efforts to implement constant inspiration among them will not only affect the individual, but also the entity as a whole.

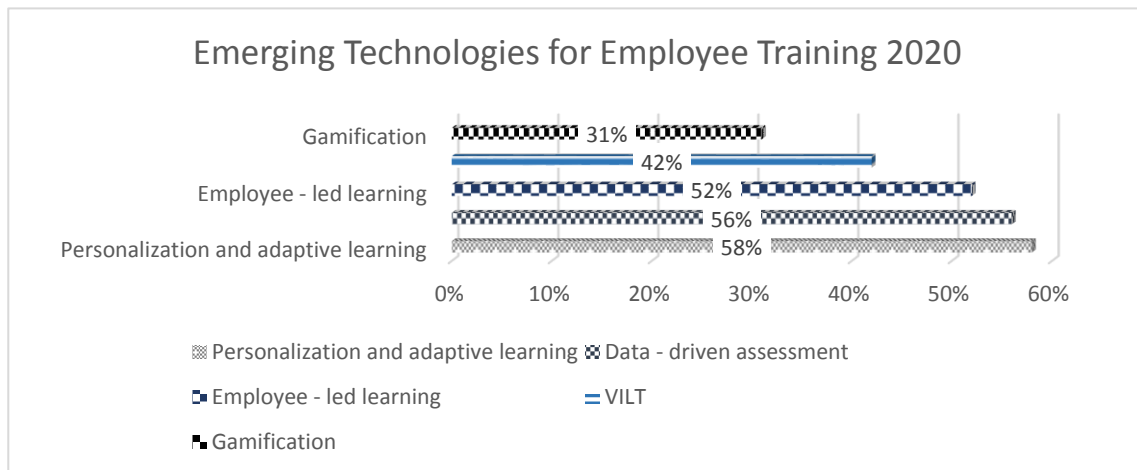


Figure 4: Emerging Technologies for Employee
Source: CompTIA workforce and learning trend, 2020

Thus, this study will discuss the impact of Training on employee motivation of certain categories of employees in a selected ABC Electricity Company during the Covid 19 pandemic.

Objectives of the Study

- To examine the impact of training on employee motivation during the Covid 19 Pandemic.

Problem Statement

The training emphasized the basic opportunity to expand the knowledge of employees and it caused to improve employee performance, improve employee satisfaction, increase productivity and quality control mechanism and decrease employee turnover and so on. Further, rendering to Berkley and Kaplan 2019, having an employee-centric mechanism, which is also known as employee-focused training need analysis is a grounded way to success any organization and It is most valuable as it is applied systematically and includes content creation, distribution methods, and technology integration. Nevertheless, Training is the most valued, key element that could be able to enhance organizational commitment, and most significantly most managers futile to identify the training need of their subordinates. Since ABC Electricity Company is one of the essential mandatory service providers in Sri Lanka, it makes a sense of vital training to endure the life of the company and its employees. Moreover, as per the statistically recorded of ABC Electricity Company conducted approximately 70 Technical Training Programs for electricians working at blogs and provincial units in 2019.

However, though the management of ABC Electricity Company organized a considerable No of Training programs for their electricians, The Employee Satisfaction Survey 2020 indicated that the majority of Electricians 65% were dissatisfied due to leadership development, 52% of the total electricians were dissatisfied with the team working while 50% were a lack in managing changes (Figure No 5).

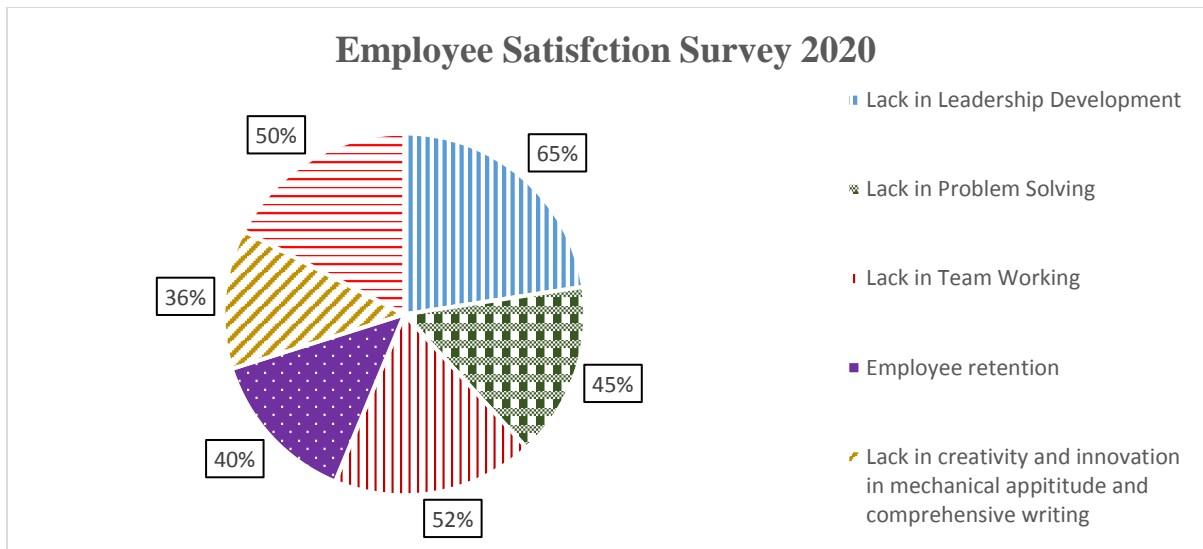


Figure 5: Employee Satisfaction Survey 2020
 (Source: Developed by the researcher based on the internal database statistics)

Moreover, the National Electrical Contractors Association (NECA) 2019 highlighted that there are 5 essential skills to have with any electrician as such as **Mechanics aptitudes** which indicated as a natural awareness of mechanics and a sense of security in the electrical field staff, **Problem-solving** which indicated as understanding electrical problems, **Reading/ Writing Comprehensives** which denoted as an ability read and write communication mechanical phrases, **Business Skill** which signified as general knowledge in business practices and **Customer Service skill**.

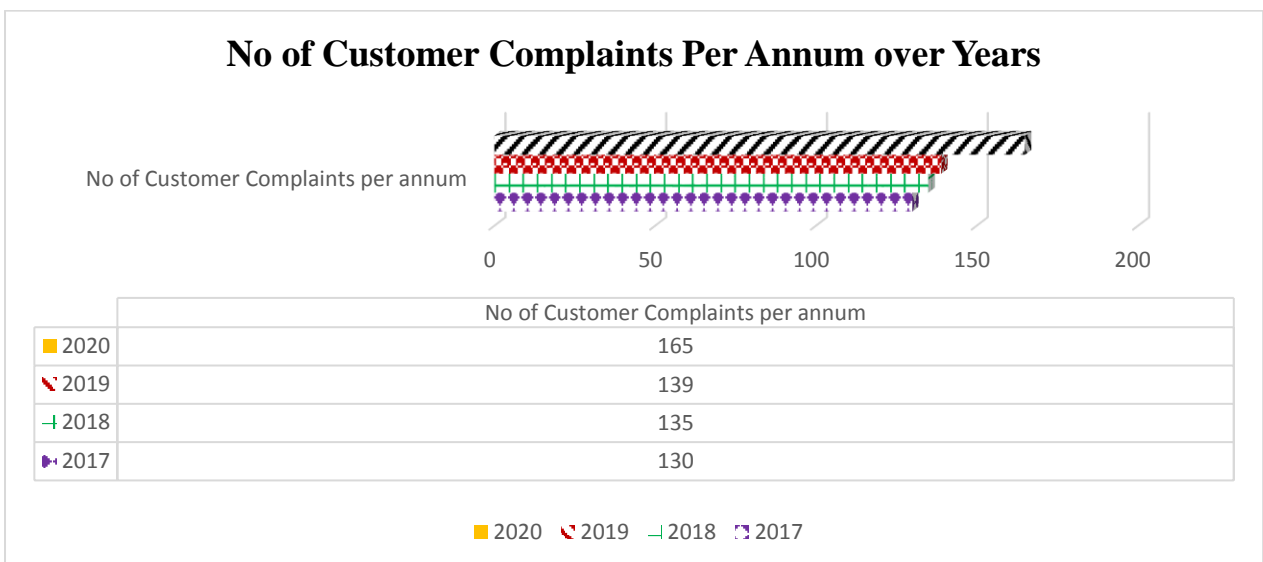


Figure 6: No of Customer Complaints per Annum over Years
 (Source: Developed by the researcher based on the internal database statistics)

Nevertheless, rendering to the No of Complaints per annum over years, it signified that there was an increase of no complaints and it would drastically increase during the Coronavirus outbreak. Conversely, it was acknowledged that employee involvement is extremely important in the fulfillment of ABC Electricity Company's roles and responsibilities to the public at large and there is a huge gap between Training and Method of delivering training for electricians of ABC Electricity Company. Perhaps, unsurprisingly, in this study, the researcher will plot the impact of training on employee motivation during the Covid 19 pandemic.

Literature Review

Training

Training is an ongoing development of the attitude, knowledge, and skills of an employee that are essential for the proper performance of certain job tasks (Armstrong & Taylor, 2017). According to Aswathappa (2000), Training aims to improve behavior and skills, to develop the skills of staff to carry out the tasks effectively whereas It is primarily concerned with maintaining key strengths in a given carrier and ensuring their personal development (Hanaysha & Hussain, 2018). Training is also seen by Ford (2002) as the destination brands of abilities, rules, notions, or perceptions that contribute to improving performance in another setting. Perhaps without the necessary training, the organization's staff may not be able to achieve the specified goals and objectives effectively whereas Training provides necessary instructions for the current job to be performed (Sohlberg & Mateer, 1987).

In other ways, training may change what staff knows, how they work, their work attitude, or their engagement with their co-workers or supervisors and there is a significant association between an organization's training expenditures and capital accumulation performance metrics, such as return on assets, productivity, delivery of services, etc. (D'arcimoles, 1997). The use of systematic and planned instructional activities to promote learning is training and it has a complementary role to play in accelerating learning, as Garvin (1993) pointed out. Nevertheless, it should be reserved for situations that justify a more targeted expert-led approach rather than viewing it as a comprehensive and all-pervasive solution for the development of people (Gupta, 2009).

Nevertheless, as per mind tool 2016, stressed that the effectiveness of a training program directly depends on three elements, **Training needs identification, training method, and training evaluation**, and those elements are directly linked to the success of obtaining desired results of any program which is also known as Training cycle (Sanjeevkumar & Yanan , 2018). Moreover, organizations in the contemporary era, consistently pursued a competitive advantage while upgrading the emerging technologies. Yet, Robert (2019) highlighted that systematic training enhances the company's fundamental competencies, optimizes the employee performance in precise tasks and training should be carried out a cyclic way as per the below figure (Figure No 7).

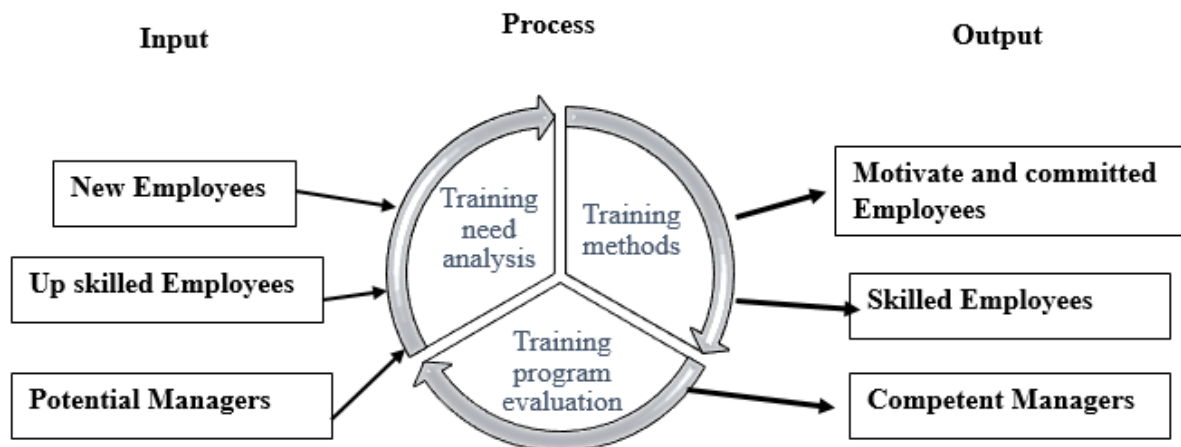


Figure 7: Training Cycle
(Source: Developed by Researcher)

As a sum up, based on the various scholarly review employee training can be review as bridging the gap between the current knowledge, skill of employees and it should be done through a systematic way and especially, this systematic way is a combination of three elements such as **Training need analysis, Training methods, and Training program evaluation** while those elements directly fertile employee motivation and further those elements can be elaborate as below.

Training Needs

There are policies that essential to analyze the performance of employees where appropriate training occurs (Gupta, 2009). The organization may be able to identify the training needs with the help of performance assessment reports and results. Conversely, as a consequence of the concerns posed in the performance assessment process and their career path requirements, individuals themselves can help to identify the areas requiring

improvement. For businesses to consistently enter the market, closing the capability gap is a vital field of human resource growth. As per Aswathappa (2000), skill gaps essentially endanger both organizational and operational levels of productivity and competitiveness. HR professionals have to develop programs that address operational problems in responding to the challenges of the skills gap and skills deficiency (Sadaf, Amna & Naeem, 2014) Companies keep their staff well qualified to continue efficiently. So Identifying training needs is the first step in the training process.

The ultimate aim of the evaluation of training needs is to decide whether training is needed and, if so, to provide the appropriate information to plan the training program. Only with the aid of training needs defined in advance can the success of a training program be judged (Gupta, 2009). The difference between the current and needed levels of expertise, skills, performance, and attitudes should be defined to define training needs. According to Sharma and Bhath (2013), evaluation consists of three stages of the organizational, mission, and individual analysis whereas Organizational analysis includes a review of the organization as a whole in terms of its priorities, finances, resource utilization, and use, growth potential and its environment. Its goal is to decide where the focus on training should be put within the organization.

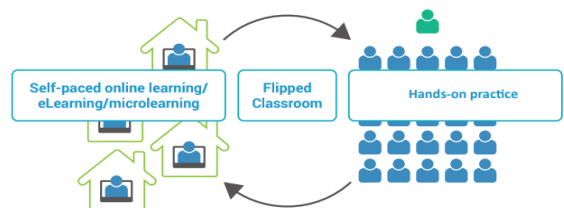
According to Armstrong (2017), the objective of the training should be clearly defined in terms of the 'criterion behavior' required as a result of training and the 'terminal behavior' predicted. The former can be expressed as a statement along with the outlines of: 'The individual will be able to...' on completing this training.' The concept of criterion and terminal behaviors can provide the basis for assessment, which is an integral element in achieving successful training. Bhath (2013) believes that one of the reasons for the organization's inability to train is a lack of systematic production of training models. He notes that converting the needs defined into achievable goals that will direct the training process is important. Such goals should describe the obligations of each individual, under what circumstances, and the capacity of the individual. Training strategies can be formulated to accomplish these goals once the needs have been established and behavioral goals defined. It is important to choose appropriate training methods and create appropriate materials to communicate the requisite knowledge and skills defined in the goals. Training management is, most critically, a single and vital aspect that relates to the organization's successful training.

Training Delivery Methods

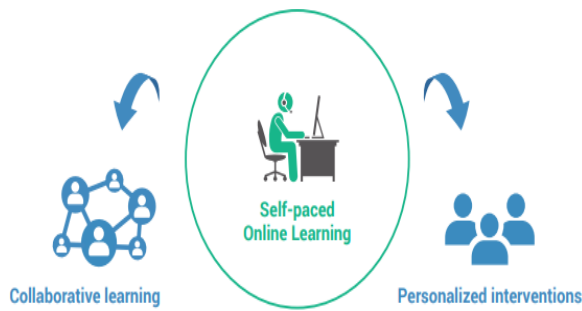
Training methods used should be relevant to the purpose of the course and the characteristics of participants, according to Armstrong (2017), their careers, learning requirements, prior experience, level of knowledge and skills, and how open they would be (motivated to learn) to be instructed. Where possible, a mixture of different types is used. Providing sufficient time for involvement and constructive learning through debate, case studies and simulations is especially important in management, supervisory, and interpersonal skills training. A small part of the course will also consist of lectures (Kraiger, et al., 1993).

The company shall create, within the workers, a training department or at least someone with dedicated responsibility. To be represented and assisted at the board level, it is important to have a training policy and training plan and to allocate a reasonable budget for training and training (Salas & Cannon-Bowers, 2009). Bhath (2013) warns that it is necessary to understand that preparation is not the solution to all problems and that it might potentially escalate the situation at some point whereas Training is commonly recognized or correlated with performance concerns, whether actual or future, and it is therefore important that training is coordinated appropriately. Besides Hajjar (2014), emphasized that there four types of blended learning models for Corporate Training which is a combination of both traditional and emerging technologies as below Table 1.

Table 1: Corporate Training Models

Training Model	Elaboration
<p data-bbox="375 1686 598 1720">Rotational Model</p>  <p>The diagram illustrates the Rotational Model as a cyclical process. It features three main components arranged in a circle, connected by curved arrows indicating a continuous flow. On the left, a box labeled 'Self-paced online learning/ eLearning/microlearning' is accompanied by an icon of a house with a laptop. An arrow points from this box to a central box labeled 'Flipped Classroom', which has an icon of a person at a computer. From there, an arrow points to a box on the right labeled 'Hands-on practice', which has an icon of a group of people. A final arrow points from 'Hands-on practice' back to 'Self-paced online learning/ eLearning/microlearning', completing the cycle.</p>	<p data-bbox="794 1686 1445 1937">This mixed learning model allows to mix and match classroom ILT, online instruction, interactive learning, and some other training style that promotes learning culture. Along with a variety of teaching strategies would also help participants to put what they've learned into practice, filling in any discrepancies in their knowledge. Additionally, since participants will be following a set timetable, it will be much easier to chart their training progress.</p>

Flex Model



The 'Flex' blended learning model enables educators to have a more open and customized learning environment that is suited to their own needs. The Flex Model, unlike in rotational model, places a strong focus on online preparation. Even though eLearning is such an important aspect of this paradigm, other teaching formats are only used to supplement online training by group learning experiences and impact evaluation.

Enriched Virtual Model



Although online training is a big part of this training strategy, it's close to the Flex model. However, unlike the Flex model, learners must attend a planned Instructor-led classroom session, which may take place in either a physical or simulated space.

À La Carte Model



Appropriate pedagogical formats are only allowed to complement formal classroom sessions with this model, either before or after the training. It's a smart way to coach people by giving them practical learning experiences and later offering online training guidance to help them remember what they've learned.

(Source: Developed by Author)

Consequently, post-Covid 19 outbreak, most organizations relied on online training programs which are also known as Enriched Virtual Model whereas, trainers remotely provide particular training while the trainees/ employees were at safe places. Besides, LinkedIn's 2019, workplace learning also stressed that 59% of companies were spending a large number of training budgets on online training / Enriched Virtual methods while 39% spent less instructor-led classroom /physical training classroom from 2017 to 2019. Moreover, the recent investigation carried by the Global Consulting Firm, PWC underlined that Virtual Reality (VR) is the latest paradigm to deliver employee training for many areas while this method was 52% cost-effective and 4x faster than Physical Classroom training (Zahra, 2014).

Training Evaluation Method

The Covid – 19 pandemics has influenced the various field of industries worldwide, leading to a rapid change of online platforms. Same as employee training is also highly impacted due to this outbreak whereas, employee training is carried out on online platforms. In the Sri Lankan context, it was challenging to strategize online training platforms for both trainers and trainees and both parties also should have capabilities (Acton, and Golden , 2003).

Moreover, as discussed earlier training method evaluation is a final step of the training cycle whereas, it enables to understand the gravity of various professional learning methods and how they can be improved further (Asfaw, Argaw & Bayissa, 2015). There are many theoretical approaches have used to evaluate training programs before the Covid-19 outbreak such as Kirkpatrick's Four-level, The Phillips ROI Model, Kaufman's Five Levels, Anderson's Model of Learning Evaluation, and so on. Nevertheless, when it comes to online training programs with the combination of technologies there is a prominent lack of accuracy for the traditional approaches? (Brown & Sitzmann , 2011). Besides, the latest investigation was done by Ahadi, Bower, Singh, and Garrett 2021 highlighted that majority of trainers weren't used theoretical approaches to spine in evaluating their sessions whereas they most tend to use both quantitative and qualitative mechanisms to contracted of educational dimension_ (Elnaga & Imran , 2013)

Employee Motivation

Employee encouragement is one of the most critical roles of managers to make employees do their best, even in worst circumstances (Ozkeser, 2019). Finding out the variables that drive an organization's workers is the most difficult thing. Philosophers such as Aristotle, Adam Smith, and Maslow have sought to decide why people do the things they do spontaneously (Hanaysha & Hussain, 2018).

From the word motive, the term motivation is derived. Again, the word motives suggest that to satisfy a specific human need at a time, the forces compel individuals to behave in a particular way. Any human behavior is a consequence of a specific motive. Therefore, it is obvious that management should provide workers with an opportunity to work towards a goal in an organization (Swanson, 1995). For the workers as well as the organization, encouragement is important. Employee success depends directly on how motivated they are, and if they are properly motivated, they can work hard to achieve their objectives. On the other hand, the goodwill of a company is measured by the sort of employees it has (Tabassi, 2012). Therefore, the success of the workers also enables the company to move forward in the sector while delivering efficiently and effectively (Yao, et al., 2013).

Training and Motivation

Education is more often considered only for workers, because they may gain improved efficiency and high results, and it is worth allocating more time and money to them. However, Garvin (1993) argued that the training of the existing staff is important as the training of the new staff as this motivates them by achieving adaptability to their daily work schedule, preparing them to work under a continuously changing work environment, and improve their performance on the present job (D'arcimoles, 1997).

To improve the efficiency and productivity of the workers and thereby enable them to reach financial targets, the organizations primarily introduce the training program. This allows them to prevent industrial accidents and helps them achieve personal development and work satisfaction (Khan, 2012). D 'Arcimoles (1997) stated out that monitoring can be decreased with proper training as workers become eligible for enhanced decision-making and successful problem-solving skills with proper training. Training sets the groundwork for personal growth by providing staff with resources to build and strengthen leadership and communication skills. On the other hand, when embracing new assignments, reduces their anxiety, showing them how to perform well under intense job pressure. In reality, these variables function as the main determinant of the degree of employee success and thus help them develop a feeling of satisfaction with their work. The training aims to boost employee efficiency by improving the abilities needed for the job so that workers can contribute to the organization's strategic goals (Gupta, 2009).

Consequently, as an overall sum up, based on the problem inherent in ABC Electricity Company, the researcher would highlight the Training Cycle and its elements such as Training Need Analysis, Training Delivery, and Evaluation Training Program about how those identified elements impact on the Employee Motivation.

Methodology

Conceptual Framework

Reviews, the researcher would identify three main components such as Training Need Analysis, Training Delivery Methods, and Training Program Evaluation whereas researcher buildup a Conceptual Framework (Figure 8).

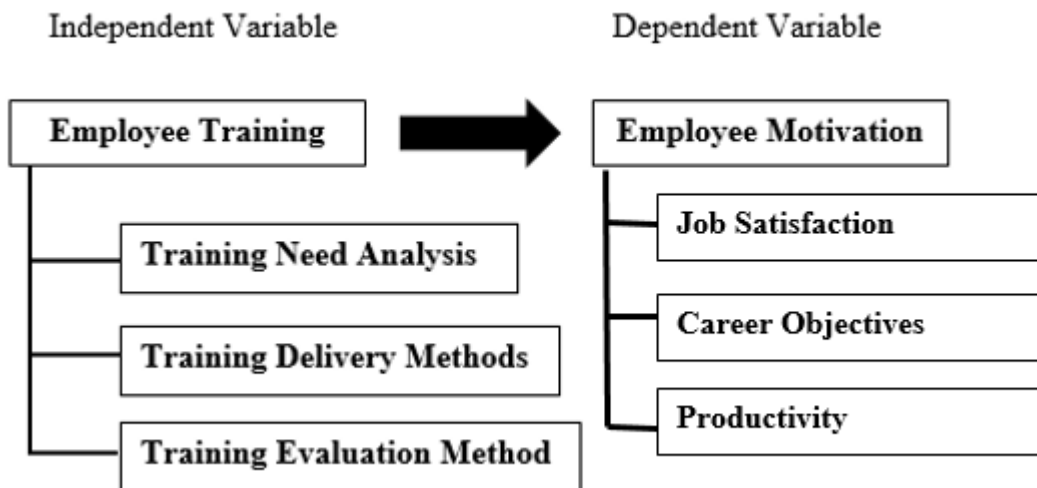


Figure 8: Conceptual Framework
 (Source: Developed by the Researcher)

Population and Sample

Data can be gathered by using two main methods, which are primary data that means the data observed or collected directly from first-hand experience, and secondary data, which means published data and the data collected in the past by other parties. Population refers to the entire group of people, events, and things of interest that the researcher wishes to investigate (Sekaran, 2003). Besides, this research will conduct with special reference to the impact on Training Employee Motivation of Electricians of ABC Electricity Company and data were collected from a sample of 80 Electricians.

The primary data collection method of this study was a questionnaire and it was related to the objective of the study and the conceptual framework of the study. Moreover, Secondary sources will be included with the help of computer-based searches on academic databases such as science direct databases, digital libraries, reviewing relevant books, published journals, articles, and references on previous researchers related to the topic.

Pre- Testing Questionnaire

As a result, since this inquiry is based on a real-world problem that ABC Electricity Company is experiencing, it is important to pre-test the Questionnaire before distributing it to the chosen sample. Furthermore, it encourages the investigation of additional possible fields, a new source of biased, and assures that the issues are consistent with the strategic context and goals. Aside from that, the researcher would review questionnaires with the company's management, which may be a Focused Group approach. Furthermore, the researcher will use the Constant comparative approach/ constant method to interpret the data collected from the focus group conversations, which included breaking down the data into separate incidents/ units and coding them into categories. So the below Figure emphasized the percentages weighted to those mentioned themes by those 4 management people in ABC company.

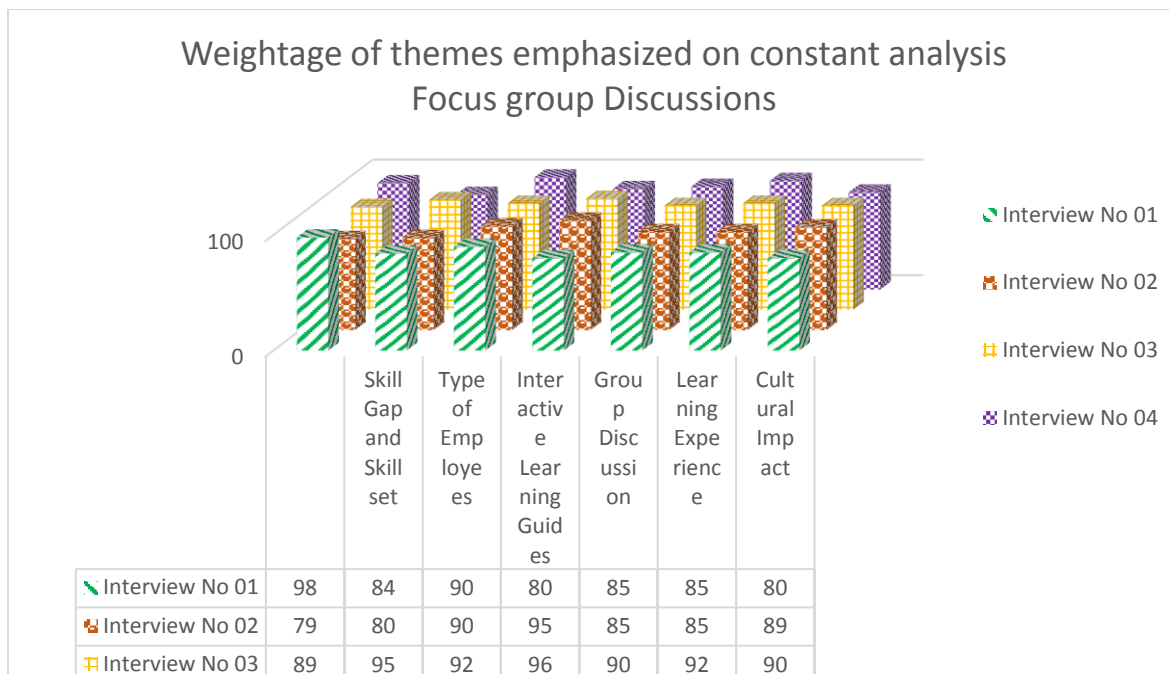


Figure 9: Weighted of themes emphasized on Constant Analysis
(Source: Developed by the Researcher based on the focus group discussions)

As per the above figure highlighted that 6 themes and among 4 interviews most of the senior members highlighted as Type of employees and the Skill Gap and Skillset theme and the least members were underscored as Cultural Impact.

Findings and Discussion

As stated in objective, this research to investigate impact on Employee Training and Motivation and in order to collect data researcher, distributed 100 questionnaires among the sample of Electricians selected on simple random sampling technique. Out of the 100 questionnaires, the researcher was able to collect 80 usable questionnaires, which mean the response rate was 80%. Therefore, the sample was considered as 80 from this point onwards.

Subsequently, in this study, researcher has used quantitative data whereas Quantitative data are presented and analyze through SPSS.25 and MS Excel by using Correlation Coefficient, Regression.

Reliability Test Results

Table 2: Reliability Test Results

Dimension	Cronbach's Alpha – Main survey
Employee Training	0.957
Training Need Analysis	0.826
Training Delivery Method	0.650
Training Evaluation Method	0.693
Employee Motivation	0.801

(Source: Developed by the Researcher based on the SPSS Output)

As per Cronbach's Alpha, the reliability test emphasized that Employee Training and Employee Motivation has higher reliability which indicated 0.957 while Training Need Analysis also indicated the highest reliabilities as 0.826. Nevertheless, thus the values laid between 0.6 and 0.07 are considered as acceptable levels, Training Delivery Method and Training Evaluation Method are fallen to an acceptable level which denoted as 0.650 and 0.693 respectively.

Demographic Analysis

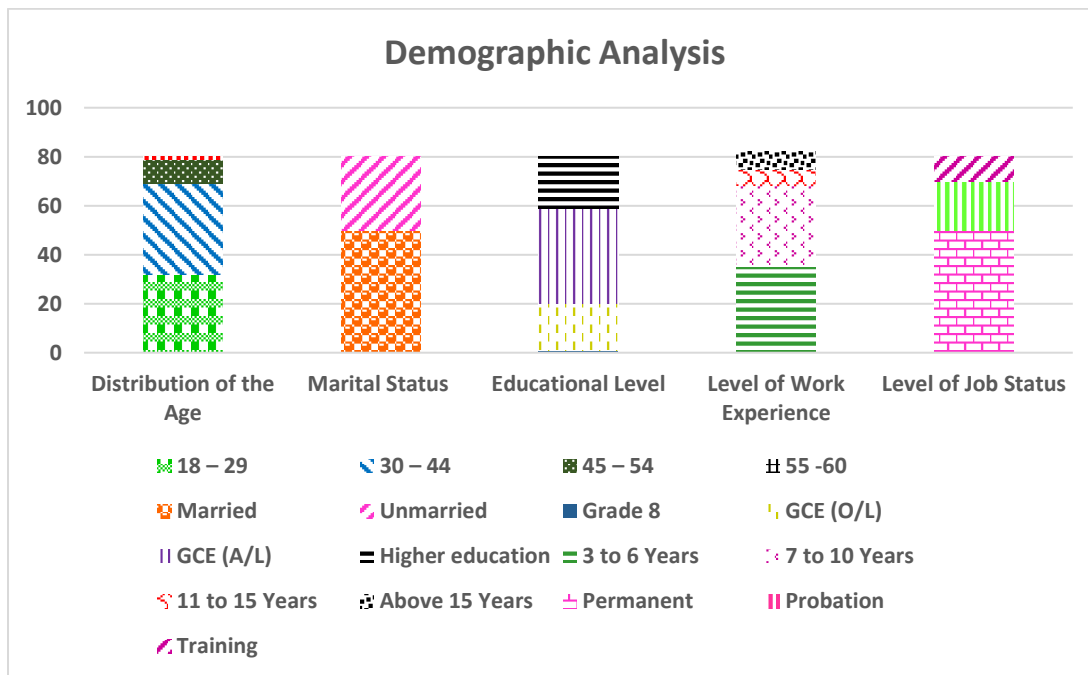


Figure 10: Demographic Factor Analysis

(Source: Developed by the Author based on the SPSS Output)

Moreover, the age was examined under four different categories. The majority (46%) of the respondents belonged to the age category of 30 years to 44 years. The second highest (40%) age category is from 18 years to 29 years. The eldest age category (age between 55 to 60 years) consists of 1% of the respondents. In the recent past, the organization recruited a considerable number of employees, therefore the young generation participated significantly in the training programs and by providing appropriate training, the organization does succession planning for the future and builds up an energetic and productive workforce.

Moreover, the married percentage of the respondents was 62%, and the unmarried percentage accounts for the balance of 38%. Since the majority of the employees are married, it is vital to support them to balance their personal and working life. If they were unable to manage that properly, their motivation to work at the workplace will be reduced. Conversely, the majority (49%) of the sample have completed G C E (level). Since the second largest 26% were qualified people having higher educational qualifications. Further, out of 80 respondents, 24% were G C E (O/L) qualified employees. Only 1% have obtained a grade 8 pass. This reveals that the majority of ABC Electricity Company employees have a sound educational background. Therefore, by providing well-structured technical training and soft skill training, ABC Electricity Company can easily develop its workforce for the future.

Nevertheless, the above chart emphasized that the percent of respondents who came to participate in training programs were newly recruited employees. 40 % of the respondents were having 6 to 10 years of experience while 8% of respondents having 10 to 15 years of experience. Very less no of experienced employees 9 % have participated in the training programs. Since the majority of employees are having less working experience, there is a risk of turnover. Therefore, ABC Electricity Company can enhance the motivational level by providing financial and non-financial benefits to the employees. Among 62% of participants were permanent staff while 25% of training participants were under their probation period. Further, 13% of the participant were undergoing their training period while no employees from contracts were trained. Since most of the employees are in the permanent category, by engaging them inappropriate workplace activities according to their educational and skill level, the organization can achieve the sectional and overall targets and objectives easily.

Descriptive Statistics of the Dependent Variable and Independent Variables

Table 3: Descriptive Statistics

		Training Need Analysis	Training Delivery Method	Training Evaluation Method	Employee Motivation
N	Valid	80	80	80	80
	Mean	4.157	3.155	3.814	3.308
	Range	4.0	3.8	2.0	2.8
	Median	1.20	1.40	1.00	1.38
	Mode	1	1	1	1
	Std. Deviation	0.4283	0.9732	0.8789	0.6652
	Skewness	-0.414	-0.226	-1.091	-0.440
	Kurtosis	1.629	-0.297	0.913	-1.304

(Source: Developed by the Author based on the SPSS Output)

Descriptive statistics are quick descriptive coefficients that summarize a given set of information, which can be either an overall illustration or a population sample. Thus Descriptive statistics are cascading into core pattern and variance (spread) measurements. The range of a value distribution is the contrast between a variable's maximum and lowest values. So according to the above data set it emphasized the highest range of "4" Training need analysis while the minimum range signifies as "2" for Training Evaluation Method.

A standard deviation is a number that tells us how far a set of values lies off else Standard Deviation shows the spread of responses, the larger the standard deviation the larger the spread is and vice versa. So according to the above data set Training Delivery Method has a large blowout while the Training Need Analysis reflects the lowest lies off of the data set.

Skewness is a number representing the degree to which a component is spread asymmetrically. Kurtosis is a measure of the tail severity which either indicates the prevalence of data points in a distribution or the tendency of a distribution to generate outliers. Kurtosis and skewness statistic value should be less than +/- 1.0 to be considered normal. For skewness, if the value is greater than + 1.0 the distribution is right-skewed while if the value is less than - 1.0 the distribution is left-skewed. For Kurtosis if the value is greater than + 1.0 the distribution is leptokurtic while if the value is less than -1.0 the distribution is platykurtic. Considering to data set all variables are left-skewed which is less than - 1.0 while Training Delivery Method is leptokurtic which is greater than + 1.0 and platykurtic reflect from the Training Need Analysis which is less than -1.0.

Regression Analysis

SPSS statistics will produce a few tables of output in regression analysis, such as "Model Summary," "ANOVA," and "Coefficients." In this analysis, the R and R2 values were primarily used to assess regression. The R-value is a straightforward correlation, and a strong R-value indicates a greater degree of correlation and vice versa. The R2 value indicates how much of the overall variation in the dependent variable can be explained by the independent variable, and the ANOVA table indicates that the regression model forecasts the dependent variable (represented by the Sig value) substantially well. The second half The Coefficient table contains all of the information needed to forecast the dependent variable from the independent variable and to decide if the contribution estimate is statistically meaningful.

As a result, the graph below depicts the description of regression analysis for this report, which explored the impact on training and employee motivation at ABC Electricity Company.

Table 4: Regression Analysis

Variable	R	R2 Value	B Value		Sig
			Constant	Average	
Training	0.948	0.899	0.567	0.948	0.000
Training need analysis	0.925	0.855	0.507	0.925	0.000
Training Delivery Method	0.894	0.799	0.557	0.894	0.000
Training Evaluation Method	0.934	0.872	0.465	0.934	0.000

(Source: Developed by the Author based on the SPSS Output)

As a summary, among all independent variables, the highest R-value is 0.948 for Training, indicating a higher correlation that can be defined as a strong positive relationship, whereas the lowest R-value is 0.894 for Training Delivery Method, also indicating a strong positive relationship.

Subsequently, the highest R2 from Training signifies as 89.9% of the variation of the independent variable is explained by the independent variable of Training while in another way around, least R2 from the Training Delivery Method as 79.9% of the variable of the dependent variable is explained by the independent variable and below figures (Figure No 11) showed the best fit lines Training and Training Delivery Method. About, Sig/ P value of both Training and Training Delivery Method variable are less than 0.05, there is a statistically significant correlation between two variable whereas it implicit increases/ decreases in one variable is significantly related to increase or decrease in the other variable. Furthermore rendering to B value, the regression coefficient of Training and Training Delivery Method is denoted as 0.567 and 0.557 whereas Y-intercept denoted as 0.948 and 0.894 respectively.

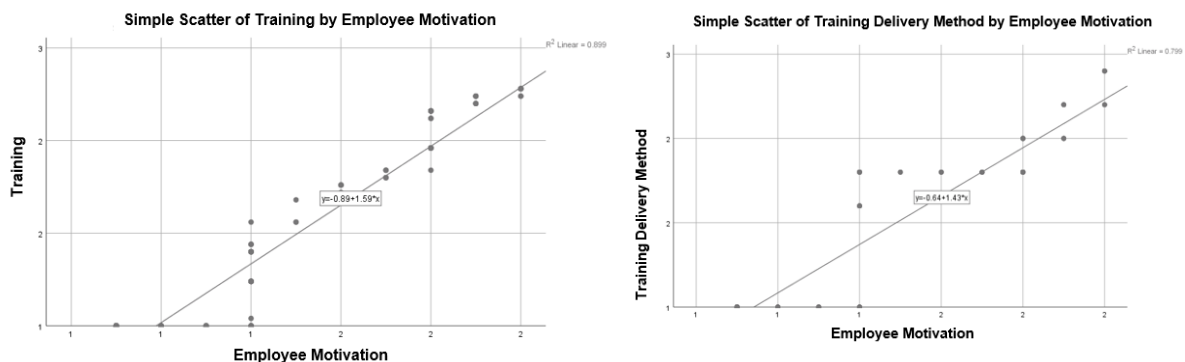


Figure 11: Best fit line of Training and Training Delivery Method

(Source: Developed by the Author based on the SPSS Output)

Moreover, as a sum up, regression analysis reflects that there is the highest impact on Training and Employee Motivation while this is also emphasized by Ozkeser 2019 that Training is the key to enhance employee motivation within the organization (Ozkeser, 2019).

Conclusion

So as a foremost objective the study examined the influence of training on employee motivation. There is presented that employee motivation is significantly by training imparted to the employees. The study of the impact on employees’ training with motivation is vital for ABC Electricity Company as the current trend demands more efficient, accurate, and productive jobs achieved in less time at low cost which can be achieved by a motivated workforce and simultaneously there is some issue in identifying training need of employees in this company which is also emphasized in Employee Satisfaction Survey 2019. Nevertheless, within this Pandemic is important to introducing more training programs virtually which consist of new technology and concepts which will be interested in employees to enhance their knowledge, skill, and attitude while working effectively with peer groups.

Implications

By exploring the research findings following recommendations can be made for further as such,

- Since there is a gap in identifying the Training Need Analysis of electricians, it could be carried out at each unit by the unit heads and accordingly whereas, thus there is a pandemic going on in the country, the company should more focus on virtual training for electricians.
- Moreover, develop a learning culture in every work stations which is monitored by unit heads and recognize the high level of motivators and the company should ensure to conduct Training program evaluation mechanisms to the backbone with proper training program evaluation guidelines rather than consider quantitative and qualitative evaluations.

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