

TRAINING AND DEVELOPMENT PRACTICES AND ITS IMPACT ON NON-MANAGERIAL EMPLOYEES' PRODUCTIVITY IN APPAREL INDUSTRY OF SRI LANKA

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Abstract— Apparel Industry is highly employee-oriented industry with huge opportunity in the world to export by reaching their expected level of production while reducing the unexpected wastages in their companies and increasing the level of employee productivity. Productivity is an assessment of efficiency of a worker and productivity of the organization depends on the productivity of the single employee. Training and Development is a function of management concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. The management is facing a complex situation in maintaining the satisfaction of the employees as they are the most valuable assets to the organization in today's business context. The general objective of this study is to identify methods to enhance employee productivity by enhancing motivation and job satisfaction through addressing the significance of training and development practices in apparel industry of Sri Lanka. The dependent variable of this study is employees' productivity of non-managerial employees that measured with level of individual productivity while the independent variable is the training and development practices (T & D) that measured with opinion towards self-efficacy, continuous learning culture, supervisor support, working conditions, training design, and trainee characteristics. The researcher has selected a company as a case at ease to collect data where its management has the problem of decreasing employee productivity while they are spending more on motivating their employees and they are animated to know whether they are investing on accurate practices. This research has used primary data to gather information from the sample selected by the stratified random sampling technique where questionnaire was the main source of information. To gain the objectives of the research Descriptive analysis, Chi-square test, Correlation, and logistic regression were used to analysis of data. Therefore, the findings of the study conclude there is a positive correlation between training and development practices towards employee productivity in apparel industry of Sri Lanka. Especially trainee characteristics, training design, working conditions and supervisor support among the selected factors of training and development practices have contributed to the logistic regression model for non-managerial employees' productivity.

Key words: Employee Productivity, Non-managerial employees, Training and Development Practices

I. INTRODUCTION

An organization to be an effective and efficient organization while being successful, the organization must have a clear vision and also well specified mission. An organization should have a statement of a philosophy as well as a list of programs and goals that focuses on the skills and talents of its employees that can lead to the success of the organization. The success of an organization is based on its workers both employers and employees or in other words managerial and non-managerial employees. Therefore the motivation, engagement and willingness of the employees in an organization towards the key result areas of an organization will lead to the excellence in productivity which leads by the excellence in employee productivity. The individual employee productivity should get into consideration because individual employee productivity decides the entire organization's productivity as a whole.

The Apparel Industry which focuses on this research is highly employee oriented and success or failure will be decided by the productivity of employees either individually or as a team. Therefore Non-managerial employees' productivity is considered as the dependent variable on Training and development practices consists of independent variables namely self-efficacy, continuous learning culture, supervisor support, working conditions, training design, and trainee characteristics.

As for the general introduction of the industry, Apparel industry is one of a major industry in Sri Lanka which has lot of employment opportunities and export earnings to the country. The identified problem with the companies included to the apparel industry suggested that there are more potential to improve their own capabilities which can increase the production of the apparel industry as a whole. Therefore the problem that have to be identified is "why the companies not reaching their expected level of production".

As identified in the statement of problem there is a huge opportunity in the world for Sri Lankan Apparels to export by reaching their expected level of production while reducing the unexpected wastages in their companies and increasing the level of employee productivity. Therefore the research problem is as, "what are the factors that contribute to the productivity of non-managerial employees in apparel industry" and among them "whether employee training and development practices has impact on employee productivity".

On the same time the objective of this research is to seek existing training and development practices has impact on employee productivity and to suggest some systematic ways to the management to enhance employee productivity while addressing significance of the training and development practices.

II. METHODOLOGY

The methodology consist of the methods used in designing, sampling, collecting, measuring, analysing, and presenting the data relevant to this research study. Accordingly this research is to identify the productivity of non-managerial employees in apparel industry and the impact of training and development (T & D) practices on employee productivity. Similarly considering the type of the study, it can be identified the study is a correlational rather than a casual study where the researcher formulating correlations between each independent variable and dependent variable. In this research six (6) hypotheses have been formulated for testing and this study is done as a field study and it examines the relationship between training and development practices consists of self-efficacy, continuous learning culture, supervisor support, working conditions, training design, and trainee characteristics and employee productivity in natural work environment of apparel industry in Sri Lanka. This research study examines the relationship between above mentioned variables from the perspective of the apparel industry non-managerial employees who are working in the apparel industry of Sri Lanka. Therefore the unit of analysis was at individual level, the non-managerial employees. This study continued with the hand delivered questionnaire to collect data. The target population of this study consisted of non-managerial employees working in the garment factory include to apparel industry in Colombo district of Western Province, Sri Lanka. The researcher has selected a company at ease to collect data where 520 employees are working at and only 500 employees are entitled for the survey due to the working experience more than six months with the relevant company. The study selected 150 employees by stratified random sampling technique as identifying different departments of the factory as strata. Descriptive analysis, Correlation and chi-square analysis, and logistic regression

analysis were used to analyse data. Statistical Package for Social Sciences (SPSS) version 19 and Microsoft Excel computer packages were used as tools to analyse data.

III. RESULTS AND DISCUSSION

Productivity is a term that almost used in management. The term production and Productivity are often used interchangeably. But there is a significant difference between these two. Productivity is the amount of output that is produced per unit of input, usually expressed in terms of output per unit of time. Productivity is a standard measure often used to assess organizational performance. Culnan & Bair (1983) stated that productivity can be delineated in many ways. Productivity is generally defined as increased value over time (Phipps & Nelinguri, 2013). According to Culnan & Bair (1983) productivity has been defined in terms of output, sales, profitability, work quality, and process completed on schedule. As Kyoung, Wilson & Myung (2004) stated another major organizational productivity indicator is absenteeism. However the measurement of productivity is varies based on what is important to the organization. Productivity is commonly defined as a ratio between the output volume and the volume of inputs. In other words, it measures how efficiently production inputs, such as labour and capital, are being used in an economy to produce a given level of output.

Productivity is measured with the help of a formula which runs as follows:

$$\text{Productivity} = \frac{\text{Quantity of goods and services produced}}{\text{Amount of resources used}}$$

With reference to the previous researches, the dimensions such as number of working hours during a day, number of days worked during last month, number of scrap units, number of units completed, number of absent days, number of occasions failed to adhere to rules, and number of days of late attendance were used to measure employee productivity.

When considering the independent variable, training is the process of assisting a person for enhancing his efficiency and effectiveness at work by improving and updating his professional knowledge by developing skills relevant to his work and cultivating appropriate behaviour and attitude towards work and people (Dubey, 1997). Similarly, Nadler (1984) stated that training is for learning related to the present job.

Nadler (1984) defines development is learning for growth of the individual but not related to a specific present or future job. Similarly Fitzgerald (1992) has stated that development is the acquisition of knowledge and skills that may be used in the present or future.

This study emphasizes the Training and Development practices as a tool for enhancing individual employee productivity while providing contribution to enhancing productivity of the organization. Training and Development practices are not a thing that goes useless and it will definitely be useful whenever either at current job or future job. The objective of Training and Development is to implement in order to avoid bad consequences such as unable to learn more appropriate ways or good ways of doing the duties, concerning possible errors, cost, wastage and accidents. Training and Development is a function of Management concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. Therefore to enhance employee productivity, management should be conscious on providing relevant knowledge, skills and attitudes for the job to done.

According to Opatha (2012), he has figure out the effects of training and development on ability and motivation. Also he figure out the relationship between training and productivity where identified as positive and significant generally. He has found that “when degree of training increases, then degree of productivity will get increased” under the assumption of “other factors remain constant”. Following figure shows the relationship where the interception is positive as there is some amount of productivity without training.

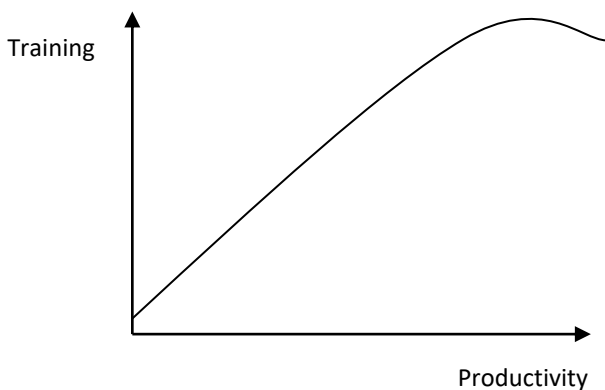


Figure 1. Relationship between Training and Productivity

Similarly he has found that “when degree of training increases, then degree of wastage will get decreased” under the assumption of “other factors remain constant”.

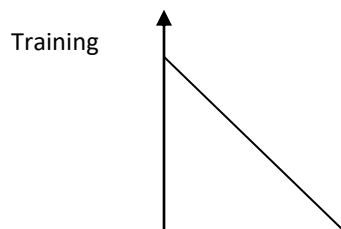


Figure2. Relationship between Training and Productivity

To identify whether there is a significant relationship between training and development practices and employee productivity or in other words to identify the impact of training and development practices on employee productivity, this study has listed down sub variables as,

A. Self-efficacy

Self-efficacy refers to people’s judgment of their capabilities to organize and execute course of action required to attain designated types of performance (Jayawardana and Prasanna, 2007).

H1: There is a significant relationship between self-efficacy on training and development and employee productivity



Figure 3. Impact of self-efficacy on non-managerial employees’ productivity

There is a moderately strong positive correlation between employee productivity and self-efficacy on training and development practices as indicated as 0.661. Self-efficacy can be used as a determinant training and development practices where the correlation coefficient is as 0.823 between self-efficacy and training and development practices in Spearman correlation coefficient.

B. Continuous learning culture

The organizational learning culture based on organizational frame of reference, employee behaviour and research on employee development needs (Ford and Kozlowsky, 1997). H2: There is a significant relationship between continuous learning culture on training and development and employee productivity.

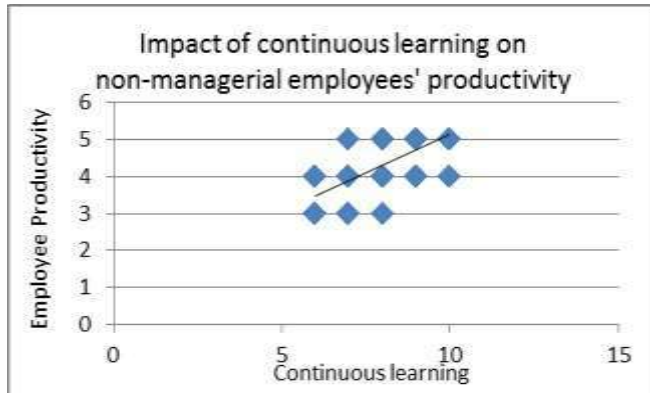


Figure 4. Impact of continuous learning culture on non-managerial employees' productivity

There is a moderately strong positive correlation between non-managerial employees' productivity and continuous learning of training and development practices as indicated as 0.633. Continuous Learning Culture can be used as a determinant of training and development practices where the correlation coefficient is as 0.693 between continuous learning culture and training and development practices in Spearman correlation coefficient.

C. Supervisor Support

Supervisor support is an important aspect of work environment support. Supervisor support is a multi-dimensional concept including components such as encouragement to attend training, goal setting, reinforcement and behaviour modelling.

H3: There is a significant relationship between supervisor support on training and development and employee productivity

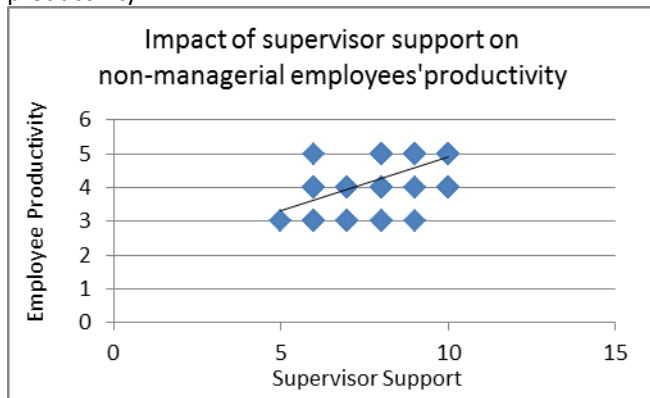


Figure 5. Impact of supervisor support on non-managerial employees' productivity

There is a moderately strong positive correlation between non-managerial employees' productivity and supervisor support of training and development practices as indicated as 0.659. Supervisor support can be used as a determinant of training and development practices where the correlation coefficient is as 0.621 between supervisor

support and training and development practices in Spearman correlation coefficient.

D. Working Conditions

Working conditions typically focused on general dimensions of the environment such as leadership, roles, and communication or specific dimensions such as ethic climate and safety climate. More simply the work environment is how it feels to work in particular environment, or the atmosphere of the work place.

H4: There is a significant relationship between working conditions on training and development and employee productivity.

There is a moderately strong positive correlation between non-managerial employees' productivity and working conditions of training and development practices as indicated as 0.694. Working conditions can be used as a determinant of training and development practices where the correlation coefficient is as 0.689 between working conditions and training and development practices in Spearman correlation coefficient.

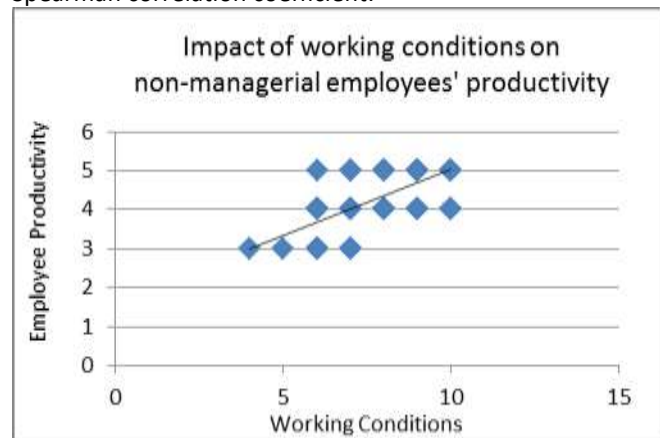


Figure 6. Impact of working conditions on non-managerial employees' productivity

E. Training Design

According to Wilson (2005) the training design is defined as processes that determine what knowledge, understanding, skills, abilities, values and attitudes a particular course is seeking to develop.

H5: There is a significant relationship between training



design on training and development and employee productivity.

Figure 7. Impact of training design on non-managerial employees' productivity

There is a moderately strong positive correlation between non-managerial employees' productivity and training design of training and development practices as indicated as 0.614. Training design can be used as a determinant of training and development practices where the correlation coefficient is as 0.641 between training design and training and development practices in Spearman correlation coefficient.

F. Trainee Characteristics

This consists of ability or skill, motivation and personality factors (Schneider, Betty and Russel, 1994). Trainee characteristics depend on readiness and motivation for training. The readiness for training is whether employee has the personal characteristics necessary to acquire knowledge from a training programme and apply it to the job, general mental ability, goal orientation, and experience level.

H6: There is a significant relationship between trainee characteristics on training and development and employee productivity

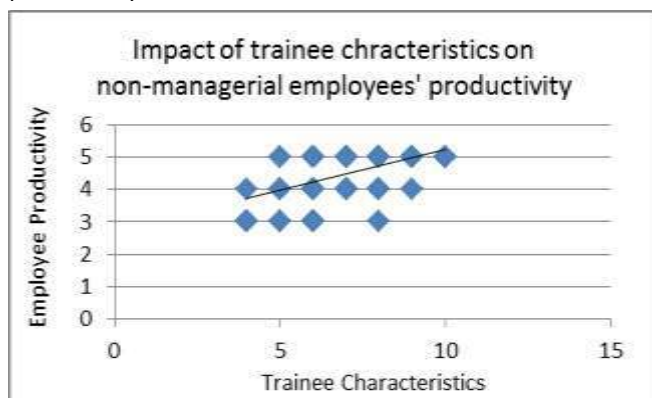


Figure 8. Impact of trainee characteristics on non-managerial employees' productivity

There is a moderately strong positive correlation between non-managerial employees' productivity and trainee characteristics of training and development practices as indicated as 0.584. Trainee characteristics can be used as a determinant of training and development practices where the correlation coefficient is as 0.485 between trainee characteristics and training and development practices in Spearman correlation coefficient.

Training and development practices consist of self-efficacy, continuous learning culture, supervisor support, working conditions, training design, and trainee characteristics had

moderately strong positive correlation to employee productivity.

The standard logistic regression model that can be developed for productivity of non-managerial employees is as follows.

$$P(Y) = \left(\frac{1}{1 + e^{-(-6.203 + 2.213 X_1 + 1.763 X_2 + 0.063 X_3 + 0.102 X_4)}} \right)$$

According to the model, the constant (b₀) shows the base of the variables and the model stated that when the trainee having his/ her own characteristics towards training and development practices (X₁), the odds of the employee being productive will be increased in 9.143. If the employee is entitled for training design towards training and development practices (X₂), the odds of the employee being productive will be increased in 6.211 and similarly when the employee is having better working conditions (X₃), the odds of an employee being productive will be increased in 1.201. In the same time, the odds of employee being productive will be increased by 2.630 due to supervisor support towards training and development practices (X₄).

IV. CONCLUSION AND RECOMMENDATION

All the independent variables are having positive correlation to the employee productivity. Therefore, the management should consider about all these factors when stipulating their strategies for their employees. Similarly the hypotheses were tested by chi-square test with 1 percent confidence level. Thus, all the null hypotheses regarding the significant relationship between independent variables and employee productivity were rejected (There is no significant relationship between independent variables and employee productivity). Therefore there is a significant relationship between training and development practices consists of self-efficacy, continuous learning culture, supervisor support, working conditions, training design, training characteristics and employee productivity.

The results of the study of training and development practices and its impact to the non-managerial employees' productivity in apparel industry of Sri Lanka bring out certain conclusions to its main objectives. The study also tends to reinforce findings of earlier researches on factors of employee productivity.

According to the results of the research study, if an organization maintains a good training and development practices including self-efficacy, continuous learning culture, supervisor support on training and development, working conditions towards training and development, training design and trainee characteristics can influence employee productivity positively. An organization conduct continuous

training and development programmes for its employees can enhance their employee's productivity while increasing their capabilities by knowledge, skills and attitudes for the betterment of its employee's current job and future job performances. Training and Development practices also helped both the employer and the employee. As an employee to be developed at his own, he need some encouragement and facilities on it where the organization should provide. Thereby the employee will be more productive and enhance organizational productivity as well. On the employer's point of view, when an employee is trained by the organization regarding his / her job duties and regular works with the training of equipment used to work, the employer will be free from the risk of repairing damaged equipment and resources, duplicate work, and unnecessary costs of lack of training and development practices.

When an organization stipulating their strategies training and development practices, they should be highly concentrate on self-efficacy, continuous learning culture, supervisor support, working conditions, training design, and trainee characteristics because lack of concentrations towards these practices may lead to employee dissatisfaction due to fear of inadequacy of their knowledge, skills, and capabilities. If training requirements are properly analysed and training programmes are designed in order to meet the requirements of accurate personnel and make sure the employees are aware of information on training and development practices could enhance the employee's confidence to work with their maximum effort at their current job and improve willingness to accept more challenging jobs in the future. Therefore, training needs analysis should be taken place in order to identify the requirements for the training and a systematic process should be followed up to implementation of training and development practices.

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