

Impact of Effective Training Program, Job Satisfaction and Reward Management System on the Employee Motivation with mediating role of Employee Commitment

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Abstract

This study examines the relationship between independent variables Effective Training Programs, Job Satisfaction and Reward Management system on dependent variable Employee Motivation with the Intervening role of Employee Commitment. Employees of the four Organizations Universities, Colleges, Schools and Banks were taken as sample of the study. Self-designed questionnaire used for collection of data. 150 questionnaires were distributed among the above mentioned organizations and 150 were returned, so the response rate was 100%. The data was analyzed through multiple regression technique. Significance level of the testing was 0.01 and 0.05. The result concludes that there is a significant positive relationship between effective training program, job satisfaction, reward management system and Employee motivation with the intervening role of employee commitment.

Keywords: Employee Motivation, Employee Commitment, Job Satisfaction, Rewards, Training, Regression

1. Introduction

Every organization faced the most important issue of employee motivation. It is one of the major aspects of every manager's task to motivate the employees for the work. Everyone should know that if a worker having extraordinary skills but he is not motivated than the achievement will be zero. Subordinates will not follow the manager if they are not motivated. That is why a reasonable motivation use is necessary. So, this studies also targeting the employee motivation within the employees of an organization.

Motivation consists of a long history involving the needs of employees and motivates them (Alderfer, 1969; Maslow, 1954; McClelland, 1961). In 1970s and the start of 1980s, motivation was point of interest but not enough research found in last 15 years. Work motivation and need fall within three categories in the research of 1990s. These categories were checking of the attributes which cause of individual motivation, for the purpose of achievement finding of need and on work ethic. Capability and motivation is one of the functions of employee performance. And one important task of managers is that to motivate employees in such a way that they perform best according to their abilities (Moorhead & Griffin, 1998).

The objective of this study is to examine the effect of effective training program, job satisfaction and reward management system on employee motivation with considering the employee commitment.

Job satisfaction is one of the charming emotional states from the experience of the job. Generally it tells the feeling and thinking of an employee about the job. Employees having positive thinking always take part actively in their duties but the employees having negative feeling cannot take part actively in their duties.

Improvement in achieving the goals need training which is necessary and it should be achieved by the members of organization. Training decrease the degree of frustration brings

by the demand of working and handles the employees who are lacking the skills (Chen et al., 2004). It can be determined that how efficiently it fulfills the expectation and it also represented by the work, opportunities for promotion and supervision, all these are one of the major features of job (Luthans, 1998).

System which contain the policies, practices and the process for the rewards to employees on the basis of participation, artifice and capabilities of employees are called the reward management system. Philosophy, strategies as well as policies progress the reward management system. It also includes the process, structure as well as the procedure which gives the standard to provide pays and other rewards. Quantity, quality, timelines and attendance are the employee's performance. Employees give all of these full when they know that they will be rewarded. There are also some other factors which effect the performance of employees such as condition in which they work, relationship between the employee and supervisor/manager/employer, security of job, opportunities for the development as well as the procedure developed by the organization for reward system. In all of these factors reward is most important factor for the performance and motivation of employees. Collection of different processes and effect of these processes shape the behavior for achievement of specific goals of an organization (Baron, 1983).

2. Past Literature

In the situation of present competition organizations have to increase their land resources. And the leaders of each organization always should be aware of different factors and the internal changes can effect on the different aspect which are required for high performance. All of this can be achieved my encouraging the employees to work together.

Motivation is one of the instruments which give the permission for each employee to work with their best skills (Gellerman, 1992). It allows the people to pay intention just on mind and work effectively as much as possible. Achievement of employees own goals and the goals of organization depends upon the inside forces (Lindner, 1998). Motivation helps to shows the hidden abilities of employee and gives the higher satisfaction as well as makes them successful.

Motivation is necessary for the survival and employees need to change workplace frequently. Employees who are motivated always take part in the survival of organization. Managers should know the factors which take part to motivate the employees to increase the performance. Employees should help the managers to know about the motivation factors and managers should design system of rewards which can motivate the employees.

One of the important points in study of workplace is the identification of factors which influence the quality as well as quantity of the performance of the employees. Managers of the organization should develop assumption to make performance better on the routine bases. Structure and characteristics of task also influence the performance of the employees. Characteristics of task include, it possible for employee to work independently or not, task is clearly defined or not, and employee will be rewarded for hard work or not (Chang, et al, 1996)

Effective Training Program and Employee Commitment

“Effective training program defined as the planned involvement that is intended to improve the determinants of individual performance of job.” (Chiaburu and Tekleab, 2005, p, 29). Commitment is a useful gain from relationship of employees because the employee turnover decreases bases on the ratio of contribution (Gaertner & Nollen, 1989). Cost linked with company membership and rewards is known as commitment (Reichers, 1985).

Influence of training on employee motivation, satisfaction of employees and commitment of employees not get more intention as it should get. There was only few research studies in which shows the intervention in training to effect the attitude of employees. The purpose of the training should to enhance the commitment of the employees (Lang, 1992). Basically, commitment is linked with the human resource management practices. These human resource management practices included the promotion of employees, opportunities which were provided in training and security of employment (Gaertner and Nollen, 1989).

The above whole discussion was on the benefits and effects of employee training on the outcomes of the employees in the era for high turnover. Cheramie et al. (2007), tells that the people who always change their jobs they earn more salary as compared to the other people. That is why employers are discouraged to rain the employee because they learn just for their own development not for the benefit of organization on the expense of organization. These arguments lead to the following hypotheses:

Hypothesis 1: Effective training program leads to Employee commitment

Job satisfaction and Employee commitment

“Job satisfaction is a result of employee's perception of how well his job provides those things that are viewed as job or job experience” (Locke, 1976)

It is observed that employee commitment and desirable outcomes (e.g. performance, satisfaction of job, adaptness) have a relationship which is positive and strong (Angle & Perry 1981; Hunt, Chonko& Wood 1985; Mowday, Porter &Dubin 1974). Aamodt (2007) tells that the employees who are satisfied are more committed, and the employees having satisfaction and commitment are more connected with work, having less turnover, having good performance, timely start the work and behave according to the organization help. A correlation empirically developed satisfaction of job, commitment of employees and retention has been strong (Kotze and Roodt, 2005).

There are other factors which most likely influence employee commitment, these factors include type of work, liability level in job, verities in job, desirability of work, quality of relationship such as social, independence in the job, opportunities for the development of employee and career enhancement (Riggio 2009), reward system as well as the compensation system of the organization. Following hypotheses was generated from these arguments:

Hypothesis 2: Job satisfaction leads to Employee commitment

Reward management system and employee commitment

Reward management system is an instrument having the ability to grasp, hold and motivate the good potential employees and in response good level of performance meet (Barber and Bretz, 2000). This literature on employee performance shows wide range individuals and their features. Past experience of employees effects the innovation (Scott and Bruce, 1994), personality and some other factors like age, background of education and experience of past research and development (Roberts, 1991 and Rothwell, 1992). In case of organizational antecedents, research and development expenditure (Hadjimanolis, 2000), collaboration with outsider technology supplier, leaders affect (Hage and Dewar, 1973), and system of rewards (Eisenberger and Cameron, 1996; Janssen, 2000; Mumford, 2000) are factors which affect the innovative performance of employees. Well managed reward system can motivate the employees but ineffective reward system cannot motivate the employees. Reio&Callahon (2004) tells that both rewards intrinsic and extrinsic motivate the employees and in case higher performance achieved. Other rewards like social rewards promote to develop the trust and interest to achieve the goals of an organization (Burke, 2002). Employees who think that their supervisor is helpful they become more dedicated to employer (Adeyemo & Aremu, 1999). When the supervisor support the employees and behave according to the objectives and employees emotions than trust developed in employees and they follow the behavior of their supervisor (Burke, 2002). According to these arguments following hypotheses has been derived:

Hypothesis 3: Reward management system leads to Employee commitment

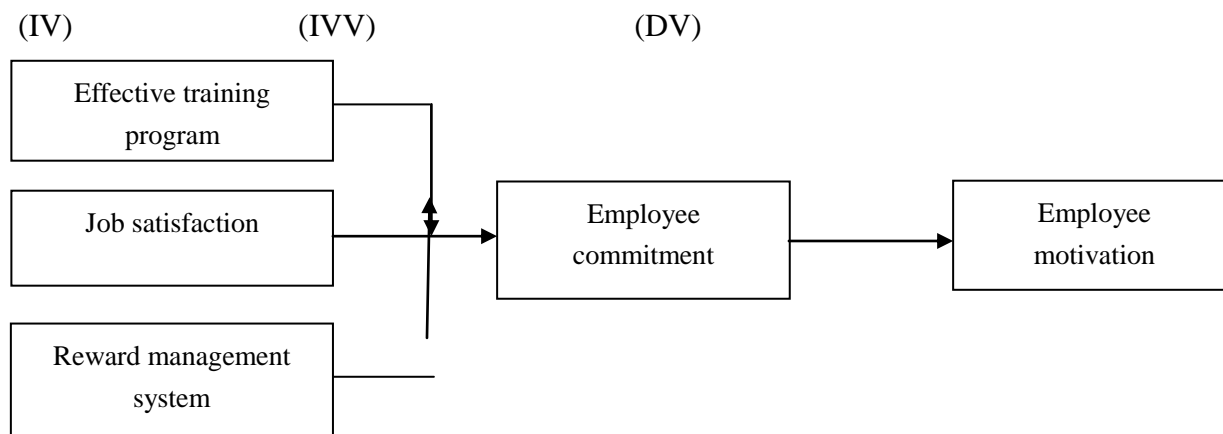
Employ commitment and Employee motivation

Motivation is the factor which enables the employees to execute expertly (Van Knippenberg, 2000). Motivation is the collection of dissimilar processes and these processes influence and express the behavior to fulfill certain goal (Baron, 1983).

Motivation is the set of processes which includes the push and pull forces and these forces gives the power to any action to accomplish certain goal (Baron (1983). It is the collection of different factors which develops positive feelings and gives a positive attitude among the employees and these factors was related to task. There was also some factors which did not directly related to job but depends upon the condition of job and these factors were primarily involved in negative behavior and unhappiness feelings. Combination of three forces valence, instrumentality and expectancy is called motivation and the fulfillment of these three forces is the sign of employee motivation (Vroom, 1964). Vroom (1964) tells that firstly they have to give importance to behavioral outcomes; secondly they will receive some outcomes if they behave in a specific way. At last, they have to accept that, they have the ability to do such behave which will help them to accomplish the specific goals.

Hypotheses 4: Employee commitment leads to the employee motivation

Research Model



3. Research Methodology

As this study examines the impact of Independent variables Effective training programs, Job satisfaction and Reward management system on Dependent variable Employee Motivation with the help of Intervening variable of Employee commitment.

3.1 Sample/Data

Using convenience method of sampling, 150 self-administered questionnaires were distributed among the employees of schools, University and Banks in Bahawalpur. All questionnaires were reverted, so the response rate was 100%.

Self-Designed questionnaire has been established for data collection. Self-designed questionnaire was divided into two parts; one holding socio-demographic questions and the second part holding questions associated to variables that are Effective Training Programs, Job Satisfaction, Reward Management System, Employee Commitment and Employee Motivation.

3.2 Instruments and Measurement Scales

The survey instrument encloses two sections. Section 1 includes different personal and demographic variables. This section will attain the respondent's information about gender, age, income, education and status.

Section 2 includes the suppressed variables that are important in the current study. These variables include Effective Training Programs, Job Satisfaction, Reward Management System, Employee Commitment and Employee Motivation. This section of the study is established based on the past literature and already used questionnaires (Table 1).

The scales of the study were adopted from the prior literature and published studies.

Table1: Scales of the Study:

| No. | Variables | Items | |
|-----|-----------------------------|--|------------------------|
| 1 | Effective Training programs | <ol style="list-style-type: none"> 1. My company provides me the opportunity to improve my skills 2. My company frequently arranges training programs for the employees 3. Doing job in this company will benefit us in the future 4. I am satisfied with the training and development provided by the company | Cheramie et al. (2007) |
| 2 | Job Satisfaction | <ol style="list-style-type: none"> 1. Overall, I am pleased with my work 2. My current work situation is not a major source of frustration in my life 3. My work in this practice has met my expectations 4. If I had it to do it all over again, I'd still choose to work where I do now | Lindner, 1998 |
| 3 | Reward Management System | <ol style="list-style-type: none"> 1. I am satisfied with the incentives provided by the organization to the employees 2. The reward management system will influence employees' performance 3. Financial incentives motivates me more than non-financial incentives 4. The salary increments given to | Janssen, 2000 |

| | | | |
|---|---------------------|---|---------------|
| | | employees who do their jobs very well motivates them | |
| 4 | Employee commitment | <ol style="list-style-type: none"> 1. I am happy with my work 2. I enjoy working in this organization 3. I recommended this organization to others as a good place to work 4. In General, I like my job | Lindner, 1998 |
| 5 | Employee Motivation | <ol style="list-style-type: none"> 1. I feel a sense of personal satisfaction when I do this job well 2. My opinion of myself goes down when I do the job badly 3. I take pride in doing my job as well as I can 4. I feel unhappy when my work is not up to my usual standard 5. I like to look back at a day's work with a sense of a job well done 6. I try to think if ways of doing my job effectively | Lindner, 1998 |

3.3 Procedure

The questionnaire was circulated among 150 respondents in Bahawalpur, Sadiqabad and Ahmad pur east. These respondents are selected based on the criteria above stated. Before giving the questionnaire, the purpose of study and questions were explained to the respondents so they can easily fill the questionnaire with related responses. After collecting the completed questionnaires, these questionnaires were implied and arrived into SPSS sheet for more analysis.

3.4 Reliability Analysis

Overall Cronbach's alpha of Employee Motivation questionnaire items were 0.810 that is more than acceptable and suggested value 0.50 by Nunnally (1970) and 0.60 by Moss *et al.*

(1998). This shows that all the 22 items were reliable and valid to measure the Employee Motivation.

Table 2: Reliability of Measurements Instrument

| scales | Items | Cronbach's Alpha |
|----------------------------|-------|------------------|
| Effective Training Program | 4 | .773 |
| Job Satisfaction | 4 | .635 |
| Reward Management System | 4 | .692 |
| Employee Commitment | 4 | .801 |
| Employee Motivation | 6 | .883 |

4. Results and Analysis

4.1 Profile of the Respondents

Personal and demographic information for instance gender, age, income, education level, status are presented in the following table (Table 3).

Table 3: Profile of the Respondents

| | Category | Frequency | Percentage |
|------------------|-------------|-----------|------------|
| variables | | | |
| Gender | Male | 113 | 75.3 |
| | Female | 37 | 24.7 |
| Age | 15-20 Years | 1 | .7 |
| | 20-25 Years | 31 | 20.7 |
| | 25-30 Years | 38 | 25.3 |
| | 30-35 Years | 31 | 20.7 |

| | | | |
|--------------------|----------------|-----|------|
| | 35-40 years | 27 | 18.0 |
| | Above 45 Years | 22 | 14.7 |
| Income /Rs. | Below 15000 | 12 | 8.0 |
| | 15000-25000 | 57 | 38.0 |
| | 25000-35000 | 49 | 32.7 |
| | 35000-45000 | 25 | 16.7 |
| | 45000-55000 | 4 | 2.7 |
| | Above 55000 | 3 | 2.0 |
| Education | Matriculation | 10 | 6.7 |
| | Inter | 13 | 8.7 |
| | Bachelor | 25 | 16.7 |
| | Master | 83 | 55.3 |
| | MS/M. Phil | 17 | 11.3 |
| | PhD | 2 | 1.3 |
| Status | Student | 4 | 2.7 |
| | Employed | 143 | 95.3 |
| | Businessman | 1 | .7 |
| | Unemployed | 2 | 1.3 |
| | Housewife | 0 | 0 |

4.2 Hypothesis Testing

4.2.1 Effective Training Program and Employee Commitment

According to the results of the study, the both variables of Effective Training Program and Employee Commitment has a significant positive relationship with ($\beta=0.578$) and ($p < 0.01$).

That means the Effective training program leads to the Employee Commitment more than 57%. Results of the present study confirm the H1.

4.2.2 Job satisfaction and Employee commitment

The regression results of the study check the significant positive relationship between Job satisfaction and Employee commitment with ($\beta=0.378$) and ($p < 0.01$). According to these results, Job Satisfaction leads to Employee Commitment almost 38%. This result of the study authenticates H2.

4.2.3 Reward management system and Employee commitment

According to the regression results of the study that there are significant positive relationship between Reward management system and employee commitment with ($\beta=0.339$) and ($p < 0.01$). According to the results, Reward management system leads to Employee commitment almost 34%. This result of the study validates H3.

4.2.4 Employee commitment and Employee motivation

The regression results of the study confirm the significant positive relationship between Employee Commitment and Employee Motivation with ($\beta=0.699$) and ($p < 0.01$). According to these results, Employee Commitment leads to the Employee Motivation almost 70%. This result of the study validates H4.

Table 4 summarizes the regression results of the study.

Table 4: Regression Results

| Hypothesis | Model variables | Estimate | S.E. | C.R. | P | Results |
|------------|-----------------|----------|-------|--------|-----|-----------|
| H1 | EC ← ETP | 0.578 | 0.080 | 8.620 | *** | Supported |
| H2 | EC ← JS | 0.378 | 0.101 | 4.964 | *** | Supported |
| H3 | EC ← RMS | 0.339 | 0.093 | 4.380 | *** | Supported |
| H4 | EM ← EC | 0.699 | 0.063 | 11.889 | *** | Supported |

5. Discussion

In this study, we examined the relationship among Effective training program and Employee Commitment, Job satisfaction and Employee commitment, Reward Management System and Employee Commitment and Employee Commitment and Employee Motivation. For this purpose, we use convenience method for collecting data from employees working in different Organizations with the help of Questionnaire. Respondents' employee motivation, their affective training programs, job satisfaction, Reward Management system and Employee commitment are measured by multi element scales. The results got from the analysis allowed us to validate the established hypotheses and to understand the relationship between dissimilar variables of Employee Motivation Model. Now individually we discuss these finding and their implications in the following section.

Previous studies authorize the effect of Effective Training Programs on Employee Commitment. Commitment within the workstation typically results from the collaboration and the relationship that an employee has with an organization. The statistical analyses have exposed that the more training given to employees' the stronger employees' commitment to the organization. When an organization offers training to employees, the probabilities of better performance is improved. The human resource management experts should assimilate employee training, learning and development into HRM practices meant at getting a loyal workforce and also practices expected at increasing organizational performance (Fleetwood & Hesketh, 2006; Huselid 1996). Also, access to training according to Brum (2010) can also play an important character into the level of commitment that is recognized. To be precise, employees are likely to place better value on training programs that are added common and extremely valued by colleagues, supervisors, and managers. Bartlett (2001) reasons that organizations that are able to create an environment where training is supported and valued by employees will be able to achieve greater commitment results. The findings recommend that there are positive and significant relationship between Effective training programs and Employee Commitment.

Job satisfaction is often determined by how well the result happen or beat expectations and it represents several associated attitudes such as work itself, salary, advancement chances, administration and colleagues which are most vital characteristics of a job about which people have actual response (Luthans, 1998). Job satisfaction is so key that its absence often leads to fatigue and reduced Employee commitment (Moser, 1997). Dissatisfied employees are more likely to leave their jobs or be absent than satisfied employees (Rusbult et al, 1988). Highly devoted employees intend to stay within the organization and to work hard toward its goals (Luthans, McCaul, Dodd, 1985). These past studies show that there is positive relationship between job satisfaction and employee commitment.

Organizational reward division processes are one of the core tools for keeping and increasing work motivation (Erez & Earley 1993). Organizations have great decision about the exact parts they can consider and reward when making decisions about highly appreciated resources such as wage raises or advancements, or making negative decisions such as those about firings. These studies shows that there is significant relationship exist between reward

management system and employee commitment.

Stages of commitment may disturb how an employee values his/her work, and in turn may have an influence on how much they are willing to use their abilities to the full. Individuals who have a high organizational commitment rely on that “working at this company is significant to me”, and they are more likely to agree with company’s principles, feel a part of the company, be determined in tasks allocated, and catch work experiences meaningful for the good of the company along with for themselves, while uninterested employees may not. Current research (Gosserand and Diefendorff, 2005; Meyer et al., 2004) has recommended that commitment is a powerful source of motivation to enhancement employees’ vitality levels and to encourage them continue working even in tough situations. These researches propose that there is a significant and positive relationship between employee commitment and employee motivation.

6. Limitations and Future Research

Moreover these findings, the current study open numerous areas to be discovered in the future research. Convenience samples collected through the self-administrative questionnaire may limit the generalization of the study. In current study just used Questionnaire method, there is not used of Interview and Observation methods which limit the current study.

The current study was cross-sectional in nature and thus cause-and-effect relationships cannot be established definitely. Longitudinal designs to track employee Motivation over time are needed.

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