

**THE IMPACT OF TRAINING PRACTICES ON WORK
RELATED ATTITUDES OF THE NON-EXECUTIVE
EMPLOYEES OF SELECTED EXPORT APPAREL
COMPANIES IN SRI LANKA**

by

Y.M.S.W.V. SANGARANDENIYA

M.Sc.

2011

**THE IMPACT OF TRAINING PRACTICES ON WORK
RELATED ATTITUDES OF THE NON-EXECUTIVE
EMPLOYEES OF SELECTED EXPORT APPAREL
COMPANIES IN SRI LANKA**

by

Y.M.S.W.V. SANGARANDENIYA

GS/M.SC/MGT/3447/08

**Thesis submitted to the University of Sri Jayewardenepura
for the award of the Degree of Master of Science in
Management**

MSc Thesis on 06/08/2011

DECLARATION

The work described in this thesis was carried out by me under the supervision of Mrs.K.A.C.Chandrika and a report on this has not been submitted in whole or in part to any university or any other institution for another Degree/ Diploma.

Y.M.S.W.V. Sangarandeniya

09/02/2012

.....
Signature of the candidate

Date

Y.M.S.W.V.Sangarandeniya

DECLARATION

I certify that the above statement made by the candidate is true and that this thesis is suitable for submission to the University for the purpose of evaluation



09.02.2012

.....

Signature of the Supervisor

Date

Mrs.K.A.C.Chandrika

DEDICATION

I DEDICATE THIS WORK TO MY LOVING

PARENTS

FOR THEIR

LOVE AND ENCOURAGEMENT

Acknowledgement

The completion of this thesis would not have been possible without the support of many people.

First and foremost, I offer my utmost gratitude and deepest appreciation to my supervisor, Mrs. K.A.C. Chandrika, Senior Lecturer, Department of Human Resource Management, Faculty of Management Studies and Commerce, University of Sri Jayewardenepura for the continuous support and guidance given for my study, with patience and greater enthusiasm in imparting her immense knowledge. Her guidance helped me throughout the time of the research and writing of this thesis.

I would like to acknowledge Dr. P. D. Nimal, the Course Coordinator of the M.Sc (Management) Program of the University of Sri Jayewardenepura for guidance and advice given throughout the entire course. And my thank goes to all the lecturers and teachers who taught me to gain this aggregated knowledge.

I would like to thank my family for all their love and encouragement. My sincere gratitude goes to my parents who kept the foot marks for me to follow, for their guidance, and sacrifices made throughout my study and for their hard, unbounded, never ending effort on the success of my life and education. Further I would like to thank my sister who was behind me in every important event in my life along with my parents, for the support in accessing companies for data collection.

I am extremely thankful to my husband for his continuous support in his full capacity, encouragement and the dedication throughout my study. His support is immeasurable and his optimism and practical outlook always helped me to keep things in order.

I extend my sincere thanks to all the staff members of the selected organizations for the study, for their great and kind cooperation in providing information and spending their valuable time to read and respond to my questionnaire relating to the study.

Finally, I would like to acknowledge all my friends and all others who supported me in numerous ways to complete my study.

Table of Contents

Table of Contents	i
List of Tables	ix
List of Figures	xi
Abstract.....	xii
CHAPTER ONE	
INTRODUCTION	1
1.1. Introduction.....	1
1.2. Background of the Study	2
1.3. Problem Statement of the study	6
1.4. Objectives of the Study.....	8
1.5. Significance of the Study	8
1.6. Conceptual Framework.....	10
1.7. Hypotheses of the Study	11
1.8. Methodology	11
1.9. Export Apparel Companies.....	12
1.10. Non-Executive Employees.....	13
1.11. Organization of the Thesis	13
1.12. Summary	13
CHAPTER TWO	
LITERATURE REVIEW	15
2.1. Introduction.....	15
2.2. Training.....	15
2.2.1. Definition of Training.....	16
2.2.2. The Outcomes of Training	18
2.2.2.1. Organizational Outcomes.....	18

2.2.2.2. Individualized Outcomes	18
2.2.3. Systematic Training	19
2.2.4. Training Process	19
2.2.4.1. Employee Training and Development Planning.....	21
2.2.4.2. Implementation	27
2.2.4.3. Evaluation of Training	27
2.2.5. Framework for Training Evaluation	28
2.2.6. The Model of Training Fulfilment, Trainee Reaction, and Training Performance on the Post Training Attitudes	29
2.3. Employee Work Related Attitudes.....	31
2.3.1. Definition of General Attitude	31
2.3.2. Definition of Work Related Attitudes.....	31
2.3.3. Importance of Work-related Attitudes.....	31
2.3.4. Association between Training and Work-related Attitudes.....	33
2.4. Job Satisfaction	34
2.4.1. Definition of Job Satisfaction.....	34
2.4.2. Outcomes of Job Satisfaction.....	36
2.4.3. The Job Satisfaction and Job Performance	36
2.4.4. Association between Training and Job Satisfaction	37
2.4.5. Applicability of Theories related to Job Satisfaction on Providing Training	39
2.4.5.1. Maslow's (1970) Hierarchy of Needs.....	39
2.4.5.2. Herzberg, Mausner and Snyderman's (1959, 1993) Two-Factor Theory of Job Satisfaction.....	40
2.4.5.3. Vroom's (1964) Expectancy Theory of Job Satisfaction.....	41
2.5. Job Involvement	42
2.5.1. Definitions of Job Involvement.....	42

2.5.2. Multidimensional Model of Job Involvement.....	43
2.5.3. Benefits of Job Involvement	44
2.5.4. Job Involvement and Employee Performance.....	44
2.5.5. Association between Training and Job Involvement.....	45
2.6. Organizational Commitment.....	46
2.6.1. Definitions of Organizational Commitment	46
2.6.2. Outcomes of Organizational Commitment	47
2.6.3. Organizational Commitment and Performance.....	48
2.6.4. Association between Training and Organizational Commitment	49
2.7. Motivation to Learn	50
2.7.1. Definitions of Motivation to Learn.....	50
2.7.2. Model of the Motivational Influences on Training Effectiveness.....	52
2.7.3. Association between Motivation to Learn and Training Outcomes.....	54
CHAPTER THREE	
THEORETICAL FRAMEWORK	58
3.1. Introduction.....	58
3.2. Theoretical Background of the Study	58
3.3. Conceptual Framework of the Study	61
3.4. Work Related Attitudes (Dependent Variable).....	62
3.4.1. Conceptualization of Work Related Attitudes	62
3.4.2. Working Definition of the Work Related Attitudes	63
3.5. Sub-variables under the Dependent Variable.....	63
3.5.1. Job Satisfaction.....	63
3.5.1.1. Conceptualization of Job Satisfaction.....	63
3.5.1.2. Working Definition of Job satisfaction.....	64
3.5.1.3. Dimensions of Job Satisfaction	64

3.5.2. Job Involvement	65
3.5.2.1. Conceptualization of Job Involvement	65
3.5.2.2. Working Definition of Job Involvement	66
3.5.2.3. Dimensions of Job Involvement	66
3.5.3. Organizational Commitment	67
3.5.3.1. Conceptualization of Organizational Commitment	67
3.5.3.2. Working Definition of Organizational Commitment	68
3.5.3.3. Dimensions of Organizational Commitment	68
3.6. Training (Independent Variable)	70
3.6.1. Conceptualization of Training	70
3.6.2. Working Definition of Training	71
3.6.3. Dimensions of Training	71
3.7. Motivation to Learn	72
3.7.1. Conceptualization of Motivation to Learn	72
3.7.2. Working Definition of Motivation to Learn	72
3.8. Hypotheses of the Study	74
3.9. Operationalization of Variables	76
3.9.1. Operationalizing Work Related Attitudes	76
3.9.1.1. Operationalization of Job Satisfaction	76
3.9.1.2. Operationalization of Job Involvement	79
3.9.1.3. Operationalization of Organizational Commitment	80
3.9.2. Operationalization of Training	81
3.9.3. Operationalization of Motivation to Learn	85
3.10. Chapter Summary	86
CHAPTER FOUR	
METHODOLOGY	87

4.1. Introduction.....	87
4.2. Research Design.....	87
4.2.1. Purpose of the Study.....	88
4.2.2. Type of Investigation.....	88
4.2.3. Study Setting.....	89
4.2.4. Time Horizon of the Study.....	89
4.2.5. Extent of the Researcher's Interference in the Study.....	89
4.2.6. Unit of Analysis.....	90
4.3. Research Methods.....	90
4.3.1. Methodological Choice.....	90
4.3.2. Sample Design.....	91
4.3.2.1. Population.....	91
4.3.2.2. Selecting the Sample.....	92
4.3.3. Data Collection.....	94
4.3.3.1. Questionnaire Design.....	94
4.3.3.2. Pilot Survey.....	97
4.3.3.3. Validity and Reliability of the Questionnaire.....	97
4.4. Methods of Measurements.....	98
4.4.1. Method of Measuring the Variables.....	99
4.4.2. Scales for the Positively Worded Questions and negatively worded questions... ..	99
4.5. Methods of Data Analysis and Evaluation.....	100
4.5.1. Univariate Analysis.....	100
4.5.1.1. Decision Rules and Method of Interpretation.....	100
4.5.2. Hypotheses of the Study.....	101
4.5.3. Bivariate Analysis.....	102
4.5.3.1. Correlation Analysis.....	102

4.5.3.2. Simple Regression Analysis.....	103
4.5.4. Multivariate Analysis.....	104
4.5.5. Decision Rules for Rejection of Null Hypothesis	104
4.5.6. Hypothesis Testing Using Regression Analysis.....	105
4.5.7. Hypothesis Testing Using Multiple Regressions	105
4.6. Summary	107

CHAPTER FIVE

DATA PRESENTATION AND ANALYSIS.....	108
5.1. Introduction.....	108
5.2. Analysis of Validity and Reliability of the Measures.....	108
5.3. Analysis to test the Normality, Linearity and Multicollinearity	113
5.4. Response Rate of Respondents of Sample.....	115
5.5. Univariate Analysis	115
5.5.1. Frequency Distribution Analysis for Personal Characteristics	115
5.5.1.1. Gender.....	116
5.5.1.2. Marital Status	116
5.5.1.3. Age.....	117
5.5.1.4. Highest Education Qualification	118
5.5.1.5. Occupational Class	118
5.5.1.6. Work Experience in the Current Organization.....	119
5.5.2. Frequency Distribution Analysis for Independent Variable and Dependent Variable.....	120
5.5.2.1. Frequency Distribution Analysis for Training	120
5.5.2.2. Frequency Distribution Analysis for Job Satisfaction	121
5.5.2.3. Frequency Distribution Analysis for Job Involvement.....	121
5.5.2.4. Frequency Distribution Analysis for Organizational Commitment	122

5.5.2.5. Frequency Distribution Analysis for Work Related Attitudes	122
5.5.3. Descriptive Statistics of Variables.....	123
5.6. Bivariate Analysis	124
5.6.1. Correlation analysis	124
5.6.2. Simple Regression Analysis to Test the Hypotheses.....	126
5.7. Multivariate Analysis.....	129
5.8. Summary	132
CHAPTER SIX	
DISCUSSION OF FINDINGS	134
6.1. Introduction.....	134
6.2. Discussion of the Impact of Training on Work Related Attitudes.....	134
6.3. Discussion of the Impact of Training on Job Satisfaction.....	135
6.4. Discussion of the Impact of Training on Job Involvement.....	137
6.5. Discussion of the Impact of Training on Organizational Commitment	138
6.6. Discussion of moderating effect of Motivation to Learn on the Relationship between Training and Work Related Attitudes.....	140
6.7. Summary	141
CHAPTER SEVEN	
CONCLUSION AND RECOMMENDATIONS	142
7.1. Introduction.....	142
7.2. Conclusion of the Study.....	142
7.3. Recommendations and Implications.....	143
7.4. Direction for Further Studies	145
7.5. Limitations of the Study	146
References.....	148
Annexure 1: Questionnaire	157

Annexure 2: Method of Measuring the Variables.....163

List of Tables

Table 2.1: The Multidimensional Model of Job Involvement.....	43
Table 4.1: Elements of Research Design.....	87
Table 4.2: Sample Selection	93
Table 4.3: Scales for the Positively Worded Questions and Negatively Worded Questions	99
Table 4.4: Decision Rule to Interpret the Average Score.....	101
Table 5.1: Training Questionnaire items and Factor Loadings	109
Table.5.2: Work Related Attitudes Questionnaire Items and Factor Loadings	110
Table 5.3: Motivation to Learn Questionnaire items and Factor Loadings.....	112
Table 5.4: Results of Testing External Reliability using Test-Retest	112
Table 5.5: Cronbach's Alpha Coefficients	113
Table 5.6: Analysis of Skewness and Kurtosis.....	114
Table 5.7: Response Rate of Respondents of Sample.....	115
Table 5.8: Gender Distribution of the Sample.....	116
Table 5.9: Marital Status Distribution of the Sample.....	116
Table 5.10: Age Distribution of the Sample.....	117
Table 5.11: Educational Level Distribution of the Sample	118
Table 5.12: Occupational Class Distribution of the Sample	119
Table 5.13: Work Experience in the Current Organization of the Respondents in the Sample.....	118
Table 5.14: Frequency Distribution of the Sample related to Training	120
Table 5.15: Frequency Distribution of the Sample Related to Job Satisfaction	121
Table 5.16: Frequency Distribution of the Sample related to Job Involvement	121

Table 5.17: Frequency Distribution of the Sample related to Organizational Commitment.....	121
Table 5.18: Frequency Distribution of the Sample Related to Work Related Attitudes	123
Table 5.19: Descriptive Statistics of the Distribution of Variables	124
Table 5.20: Results of the Correlation Analysis	125
Table 5.21: Results of Simple Regression Analysis on the Relationship between Training and Work Related Attitudes.....	125
Table 5.22: Results of Moderated Multiple Regression Analysis	130

List of Figures

Figure 1.1: Conceptual Framework of the Study	10
Figure 2.1: Systematic Training and development Process.....	20
Figure 2.2: Causes and Outcomes of Needs Assessment Process	22
Figure 2.3: Model of Training Fulfilment, Trainee Reaction, and Training Performance on the Post Training Attitudes	30
Figure 3.1: Conceptual Framework.....	62
Figure 5.1: Graphical Illustration of Moderating Effect	131

**THE IMPACT OF TRAINING PRACTICES ON WORK RELATED
ATTITUDES OF THE NON-EXECUTIVE EMPLOYEES OF
SELECTED EXPORT APPAREL COMPANIES IN SRI LANKA**

Y.M.S.W.V.Sangarandeniya

ABSTRACT

Competition is intense and markets are changing rapidly, requiring fast-moving organizations that are supported by the highly satisfied, highly involved, and highly committed workforce who are continually refreshed with new talents. The objectives of this study were to identify whether there is an impact of Training on the Work Related Attitudes of Non-Executive Employees of Selected Export Apparel Companies in Sri Lanka; investigate which Work Related Attitudes out of Job Satisfaction, Job Involvement and Organizational Commitment of Non-executive Employees are significantly influenced by Training and examine the moderating effect of Motivation to Learn on the relationship between Training and Work Related Attitudes of Non-Executive Employees. Type of investigation was correlational and it was cross-sectional in time horizon. The unit of analysis was individual level. The study was conducted by using a stratified random sample of 264 Non-Executive employees of Selected Export Apparel Companies in Sri Lanka including Operational Workers, Supervisors, and Non-Executive Office Staff. Data were collected by administering a structured questionnaire, which consisted of 55 question statements with Five Point Likert Scale. The data analysis included Univariate, Bivariate, and Multivariate analysis.

According to the findings, Training significantly explained 68.1% variance of Work Related Attitudes and these findings confirmed that there is a significant impact of systematic use of Training on the Work Related Attitudes. Further, the Training explained 67.7% of the variance of Job Satisfaction and the Job Satisfaction is highly influenced by Training compared to Job Involvement and Organizational Commitment. Organizations can use systematic training not only to enhance the competencies of the employees but also to enhance the work related attitudes of employees, which leads to high performance and retention of employees. Further, the study revealed that there is no significant moderating effect of pre-training motivation to learn on the relationship of training and work related attitudes of non-executive employees when the organization provides systematic training to their employees.

Key Words: Training, Job Satisfaction, Job Involvement, Organizational Commitment, Motivation to Learn