

Training –A motivational tool.

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Abstract: This paper highlights the importance of training programmes at workplace and how it helps in improving and enhancing the performance of an individual. Through this paper, author wants to help others to make others understand the need of training nowadays. Training is proved to be a tool to motivate the employees who further result into better or improved performance. Treating employees like "human capital" by using the motivation strategies and techniques of management science could help achieve the common goal of management: enhance productivity, increase efficiency, boost quality and moral. The quality and variety of the employee training companies provide is key for motivation. Reasons for employee training range from new-hire training about operation, to introducing a new concept to a workgroup to bringing in a new computer system. This study concludes that training contributes greatly to employee's motivation and improved performance in comparison with other factors like technology, management behavior, working environment etc. There is positive relationship between the employee's performance and training and motivation. The study shows that training has positive impact on performance of employees. This study concludes that organizations having good training plans for employees can enhance the performance of employees and motivates them. The paper will be helpful for the HR managers/practitioners to find the true potential of their employees and produce synergetic results.

Keywords: Training, Performance, Motivation, Management, Positive relation, Productivity.

I. Introduction:

Training refers to special skills, abilities and knowledge that are required to perform a specific job well. After the training, performance when measured indicates that training helps in proper utilization of resources; that further helps employees to achieve organizational as well as personal goals. Trainings ensures the productivity of the employees. Continuous learning is one of the best way of motivation to the employees of an organization. There are two types of motivation i.e. extrinsic motivation and intrinsic motivation. Both types of motivation affect individual performance. Rewards in the form of compensation, bonuses affect extrinsic motivation while verbal appreciation affects intrinsic motivation .Organizations often measure actual organizational performance (AOP) and compare it with expected organizational performance (EOP). If AOP is less than EOP then gap between AOP and EOP is known as performance gap. This gap is filled by either giving training to the employees or motivating them and giving them appropriate environment for work (Blanchard and James, 2007). Organizational performance is measured through different means by different organizations. Employers undertake and provide training for a variety of reasons (Green 1997). Possible objectives include: raising workforce skills; increasing labour productivity; facilitating the introduction of new products or working processes; enhancing worker commitment to the enterprise; rewarding employees; reducing labor turnover; and, complying with legal requirements. Ultimately, it can be argued that the primary rationale for employers to provide training is to improve business performance, as defined by employers, although the assumed positive relationship between training and business performance has been questioned (Storey and Westhead, 1994).Recent evidence suggests that employers provide or undertake training to achieve short-term objectives such as solving specific problems or to help them perform their current jobs more efficiently rather than to achieve longer-term objectives such as, for example, business growth (Curran et al., 1996; Kitching and Blackburn, 1999). Consequently, employers will provide or undertake training only where they wish to achieve one or more of the above objectives and where they perceive training as a feasible and desirable means of achieving them. Investing in employees helps increase employee engagement and commitment to the organization. Training improves the satisfaction level of the employees and rewards them with competitive edge over other employees and transforms them into valuable employees. Training also helps to increase job knowledge and skills. It also expands the intellect on overall personality of the employee. Training plays an important role in achieving business objectives in a cost effective way. Once training has taken place its effects should be evaluated .Training helps in achieving success and motivating employees. It reduces the number of accidents and improves productivity.

Objective: To study how training programs help employees grow and develop with the help motivation.

Importance of the research: When the Company's employees are well trained and motivated by their employers it could have great income potential, keep loyal customers and gain a lot of market share. This research would help many managers and leaders in our society to identify the things that they need to do in order to successfully motivate their employees to perform at their best. As a manager this knowledge will therefore help us to understand what new strategies I could implement in order to motivate employees to achieve optimal business results. It is evident that there is a need for this study because of the many companies that are constantly spending money on various ways to increase employee motivation.

II. Literature Review:

Within the organization, there is a predominant tendency to think of training in terms of courses only and this has been reinforced through the role played to date by the training function. Claire Belilos says, an effective training program has to be created with the involvement of all members of the management team. An effective training technique which results in motivation is training, when implemented horizontally, upward and downward. Department heads, assistants and employees can train in different departments or within the department itself. With background support, employees can have one day training in the role of department head ("King for the Day"). There has been a lot of research done on Motivation by many scholars. The following are only a few of the research topics that have been done on Motivation: Motivation theories, Ways to encourage employee motivation, Measures of Motivation, Principles of motivation, Ways of making your firm more exciting, How to motivate your people problem, The missing link in Strategic Performance, Salary is not a motivator anymore, How to effectively reward employees, Turning Motivation Theory into Practice, Measures of Motivation, Self Theories and Employee Motivation, How do you motivate employees, and Worker Motivation: Unsolved Problem or Untapped Resource?

III. Theoretical support:

A multitude of studies have been done on motivation, but no one has ever done any studies on a group of employees and managers to test what their motives are and test to see which incentive program will suit the majority of employees. From the literature review one can see that a need for further research is necessary. This will help managers and leaders find out what it is that employees want from employers to perform at their best. Frederick Herzberg, conducted studies on worker motivation in the 1950's. He developed the Motivation-Hygiene theory of worker satisfaction and dissatisfaction. Abraham Maslow, a theoretical psychologist analyzed what human beings seek in their lives and developed the Needs-Hierarchy concept. Of the many theories of work motivation, Herzberg's (1966) motivator-hygiene theory has been one of the most influential in recent decades. Motivator factors include such things as responsible work, independence in doing the work, and satisfaction arising from the completion of training and challenging tasks. Hygiene factors include pay, security, and general working conditions. According to Frederick Herzberg, hygiene factor operate primarily as demotivators if they are not sufficient. He suggests that workers are most satisfied and most productive when their jobs are rich in the motivator factors and well trained.

People are born with intrinsic motivation, self-esteem, and dignity. One inherits joy in training, and joy in learning. David McClelland who was another illustrious researcher on motivation. He found that high achievers value extrinsic rewards such as money only as a method of keeping score, and that the real reward, the satisfaction of achievement, stimulated their performance. In order for organizations to succeed McClelland advised that they invest in a man and not in just a plan.

IV. Research Methodology:

Employers need to get to know their employees well and use different tactics to motivate each of them based on their personal wants and needs. This is a conceptual research based on findings of famous personalities who means to prove that motivation leads to better performance and training is one of the important tool or factor that leads to higher confidence and high motivation in return. The Lecture is an efficient means of transmitting large amounts of factual information to a relatively large number of people at the same time. It is traditional method of teaching and is used in many training.

We can train individuals to be team players:

Training leads to set of behaviors that make them good team players. Training specialists can conduct exercises that allow employees to experience the satisfaction that teamwork can provide.

Many workshops usually cover topics as team problem solving, communications, negotiations, conflict resolution, and coaching skills. Special training programs may be needed to prepare fresher's to enter a firm. Remedial education and skills training are two types of programs that may help and motivates individuals to join a particular company. Effectiveness of training program depends on learning of trainees, so first we need to motivate them to learn through training and then work accordingly.

Training and motivation:

The heart of a continuous effort designed to improve employee competency and organizational performance. Training typically focuses on providing employees with specific skills or helping them correct deficiencies in their performance. Employee business training for our personnel will not only equip them, but it can also be an excellent source of employee motivation. Skilled employees have a greater capacity to be empowered and perform with excellence, which also builds their sense of ownership, confidence and willingness – employee motivation. When an individual rewards themselves it is a way of saying "I did a good job", and is in a sense a personal recognition of accomplishment. We may spend a lot of time optimizing our training, but what about the motivation to learn? If we provide the tools and means to learn, but ignore the motivation, then we are missing half of the requirements for success. The trainee is motivated to get the certification or job they are seeking, and is therefore motivated to do well on the required exams. This kind of inherent motivation does indeed produce a certain level of learning performance, but it misses the real opportunity to harness motivation as a learning tool. Most trainees have a pretty good idea of what will be tested, and to what depth. They know that it is not possible to test everything. Luckily, modern management values training and the benefit it brings to the team. It is undeniable that the most valuable resource for any kind of business is the personnel. In order to have loyal, productive and motivated employees, company should understand their needs and create sufficient working conditions. Findings shows that factors that cause motivation and job satisfaction are totally different from the ones which lead to job dissatisfaction. That is why every manager should try to make employee's work more interesting and challenging. Human Resource Department has many opportunities to undertake and initialize activities that can be both profitable for personnel and organization development, mission and vision. I think that internal training can be considered as one of the options. This will be job enrichment, which at the same time can be a challenge, motivation for the employee and profit for the organization due to effective utilization of personnel. Training needs should be carefully analyzed and planned, because it probably has the great impact and influence on the employee performance. Properly chosen training leads to successful performance; on the other hand inadequate one will add no value to the company development process and can also be considered as the waste of resources. Before thinking about what is suitable, sufficient training, at first we should understand – who will be trained, which areas need improvement, thus what will be covered during the training and which methods, or resources will be used by the carefully chosen trainer. In developed countries there are many training opportunities. There are many organizations, companies, independent trainers and coaches who are offering various kinds of interesting seminars and trainings. For every organization it is vital to have highly skilled employees. Nowadays business world is moving too fast, it is very difficult to catch up with the innovations, novelties and technological achievements. But we should not stop; we must refresh our skills, learn maybe entirely new things and move forward. When there is lack of funds, or specific courses internal training can be an option. I would like to mention that it has advantages that even best training courses cannot offer, these are – employee involvement and personalization. Of course internal trainings are not supposed to replace external ones. But people are often willing to attend trainings conducted by their colleagues, maybe just because of curiosity, to find out trend of other fields, or get real-life examples and solutions of the problems. They want to hear advices from the persons, who already achieved a lot in the organization, are more experienced and became successful.

Some Important issues to be remembered:

1. Sense of Importance – Employee conducting the training sees that he/she is valued and appreciated. Feels one's importance, understands that one's knowledge has a great value for the organization development.
2. Knowledge Sharing – Internal training can be conducted to one, two or many more persons. Atmosphere mainly is less formal, thus attendees feel more relaxed and are able to understand and learn more. It can be a small or large sessions. One can prepare informational presentation, sharing industry novelties or novelties learned during attending external trainings. Advantage is that presentation will include some special business knowledge which will be spread throughout the organization.
3. Personal Development – Not only attendees benefit from the process, internal trainers do as well. During preparations they are encouraged to seek for the new information, find out field novelties, read related books and articles, and prepare presentation themselves. They collect all the necessary data while getting ready to answer upcoming possible questions.
4. Friendly Atmosphere – As already mentioned above, internal trainings are mostly conducted in more familiar atmosphere. This enables employees to feel more relaxed, listen attentively, ask questions without doubting if it is an appropriate one, will they look smarter or vice versa. We may think that being in a group of only colleagues will cause some discomforts, but practice shows that people are more open in familiar environment. It eliminates communication barriers which appear during external training, in a group of unfamiliar people and trainer.

5. Corporate Culture - Speaking the same language is one of the greatest benefits of internal training. Not only in different industries people use different terminologies, even different companies operating in the same field do so. When a trainer delivers course in the language that can be understood by each person from the audience, information will sink in their heads much faster.
6. Real Life Example - External trainers are experienced and can provide examples, but someone within the company can teach principles which can be applied to actual work process, real-life examples. Employees will be more likely to learn from the person already acquainted with their jobs and organization.
7. Colleagues' appreciation – Internal training gives everyone a chance to express themselves. Preparing and conducting training is a challenge for everyone. Successfully conducted training leads to respect from colleagues, what brings satisfaction and higher self-esteem. This is one of the powerful motivators mentioned in above theories.
8. Organization Development – all benefits listed above are examples of how internal training can affect and bring benefits to the personnel, and how it helps development process. Organizations that have highly qualified and skilled employees are the strongest and can easily achieve their missions.
9. New Opportunities – Internal training can be a chance for employees on entry level positions to clarify and get better understanding of their future duties and responsibilities. Information received during sessions can make them rethink their choice and help find themselves in other division, or department. Because it also gives opportunity for cross-training in other roles and responsibilities.
10. Cost and Time Effectiveness – Many organizations do not have enough resources to train its entire personnel. Or due to workload employees are unable to attend off-the-job trainings. In this case internal training is the best option. In much less time person can learn and get new skills right on the work place, from the more experienced one, who already has passed the same way, who can give relevant advice and help utilize time more effectively. When employee sees that supervisor cares, it brings feeling of appreciation what leads to motivation.
11. Talent Discovery and Development – Trainings create a light atmosphere and let employees to open up.

V. Positive effects of motivation

Motivation is a process that guides and maintains good behaviors. Motivation causes persons to work. It involves the cognitive, biological and emotional forces that activate some specific behaviors. Normally it is described as why a person does something. Major components of motivation are activation, persistence and intensity. Activation involves decisions to initiate a behavior; persistence is a continuing effort towards a goal. Finally intensity can be seen that goes to pursue goals. Miner states that motivation holds a position in the eyes of scholars. It is a set of energetic forces that originate inside the persons to initiate some behaviors and to determine the direction, intensity, form and duration. Motivation is the willingness to exert high levels of effort to reach organizational goals, conditioned by the effort's ability to satisfy some individual need. Motivation has a significant importance on the performance of employees. Literature does not neglect the importance of motivation. But if the right person for the right job is not selected then motivation will be having no effect or zero effect on employee's job performance. Managers must keep this factor in their minds and must seek the guidelines from the HR department to place the right person for right job. And when they will be motivated surely their performance will increase and they will play a vital role in the success of the organization.

To train people and for ourselves being motivated means an improvement of our confidence, that we enhance our self-discipline, that we reward ourselves for reaching goals, and challenge ourselves to stretch beyond our perceived limits. Training is defined as the organized activity aimed at imparting information or instructions to improve the recipient's performance or to help him or her attain a required level of knowledge or skill. Training effects employee's job performance positively. It also increases the efficiency of work and contributes to the success of organization. Importance of training cannot be neglected in any organization worldwide. Training is a motivational factor which enhances the knowledge of the employee towards the job. By the help of training employees become proficient in their jobs and they become able to give better results. If we are responsible for motivating others, our own personal motivation matters in two ways. First, we need to be motivated to continue applying techniques until we have found what works best for the individuals on our team. But second, we need to make sure that our motivation is grounded in the right intentions. If we simply try to force others to achieve what we want them to do without considering their own needs and values, we will end up with temporary motivation – if they are motivated at all. Eventually we would face turnover, job shirking, and poor attitudes, high cost for training. Opportunity for employees to continue to grow and develop through training is one of the most important factors in employee motivation. In the current economy, employees need all the motivation that they can get, especially in employee training. They might find themselves waiting for something to fall through, because they don't have faith that their job can last, when in fact it can. By showing them how committed we are to their success and accomplishments, we can get the same in return. The use of free, printable awards and certificates is a surefire way to boost morale, productivity, and development in the employee training process. In

a recent *Workforce* article, "The Ten Ironies of Motivation," reward and recognition guru, Bob Nelson, says, "More than anything else, employees want to be valued for a job well done by those they hold in high esteem." He adds that people want to be treated as if they are adult human beings.

Employee Training Options: Job Content and Responsibilities:

- Expand the job to include new, higher level responsibilities.
- Reassign responsibilities that the employee does not like or that are routine.
- Provide more authority for the employee to self-manage and make decisions
- Invite the employee to contribute to more important, department or company-wide decisions and planning
- Provide more access to important and desirable meetings.
- Provide more information by including the employee on specific mailing lists, in company briefings, and in your confidence.
- Provide more opportunity to establish goals, priorities, and measurements.
- Assign reporting staff members to his or her leadership or supervision.
- Assign the employee to head up projects or teams.
- Enable the employee to spend more time with his or her boss.
- Provide the opportunity for the employee to cross-train in other roles and responsibilities.
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Training and Development Secrets

These are key factors in multiplying the value of the training and development :

- Allow employees to pursue training and development in directions they choose, not just in company-assigned and needed directions.
- Have our company support learning, in general, and not just in support of the knowledge needed for the employee’s current or next anticipated job. Recognize that the key factor is keeping the employee interested, attending, and engaged.

The development of a life-long engaged learner is a positive factor for the organization no matter how long the employee chooses to stay in that employment. Thus, training option ensures optimization of the employee's motivation.

Perceived Impact of Workforce Training on Business Performance (weighted) ALL

Training leads to better business performance	77.2
Mixed impact - Some training can lead to better business performance, some to worse	9.5
Difficult to tell whether training leads to better business performance	9.0
Training makes no difference	3.8
Training detracts from business performance	0.6
Weighted N	1005

The qualitative data suggested even more strongly than the quantitative data that employers evaluated their training provision, that evaluation tended to be informally conducted and that they believed that training provision produced benefits for their businesses. In contrast with other studies that focus on various measures of organizational performance (sales or employment growth), employers evaluated training in terms of workers’ job performance. If job performance was perceived as improved, training was defined as a success. Most employers seemed surprised by the question whether they could tell training had an impact on business performance. Many reported they could easily tell whether those receiving training were able to perform their jobs in a more efficient or safe manner. Most employers claimed to be able to do this through observation of people working and their ‘outputs’. Training whose purpose was to enhance workers’ current skills could be assessed very quickly; conversely, training whose benefit may not be evident for some time is more difficult to evaluate.

Challenges in Training:

Upgrading employees' performance and motivating them through training is a necessity in today's competitive environment. The training process brings with it many questions that managers must answer. Included in these questions are: Is training the solution to the problems? Are the goals of training clear and realistic? Is training a good investment? Will the training work? Is Training the Solution? Are the Goals Clear and Realistic? Is Training a Good Investment?

Limitations of Research:

The time available for the study was not enough.
The sources of information may not be totally transparent.

Phases of Training:

Phase 1: Needs Assessment & Establishing Objectives

In order to compete effectively, firms keep their employees well trained. The first step in the training process is to determine training **needs**. The overall purpose of the assessment phase is to determine if training is needed and, if so, to provide the information required designing the training program.

Assessment consists of three levels of analysis: organizational, task, and person.

Following sources can help organization to assess either there is a need for training or not.

- Self-assessments
- Company records
- Customer complaints
- New Technology
- Employee grievances
- Interviews with managers
- Customer satisfaction surveys
- Observation

Phase 2: Delivering the training program

The training program that results from assessment should be a direct response to an organizational problem or need. Approaches vary by location, presentation, and type.

These are summarized below:

1. Location Options
 - a. On the job: Training is at the actual work site using the actual work equipment
 - b. Off the job: Training away from the actual work site.

Phase 3: Training Methods

Lecture

The Lecture is an efficient means of transmitting large amounts of factual information to a relatively large number of people at the same time. It is traditional method of teaching and is used in many training programs. A skilled lecture can organize material and present it in a clear and understandable way. However a lecture doesn't allow active participation by learners.

• Case method

A Training method in which trainees are expected to study the information provided in the case and make decisions based on it.

• Simulations

Simulators are training devices of varying degrees of complexity that duplicate the real world. Simulation refers to creating an artificial learning environment that approximates the actual job conditions as much as possible.

• Apprenticeship

This type of training refers to the process of having new worker, called an apprentice, work alongside and under the direction of skilled technician.

• Internships

Internships and assistantships provide training similar to apprenticeship training; however, assistantships and internships typically refer to occupations that require a higher level of the formal education than that required by the skilled trades. Many colleges and universities used to develop agreements with organizations to provide internships opportunities for students.

• Coaching and Mentoring

Some organizations assign an experienced to serve as a mentor for new employees. Effective mentors teach their protégés job skills, provide emotional support and encouragement. Coaching and mentoring are primarily on-the-job development approaches emphasizing learning on a one-to-one basis. Coaching is often considered a responsibility of the immediate boss who has greater experience or expertise and is in the position to offer sage advice. The same is true with a mentor, but this person may be located elsewhere in the organization or even in another firm. The relationship may be established formally or it may develop on an informal basis.

• Discussions

Conferences and group discussions, used extensively for making decisions, can also be used as a form of training because they provide forums where individuals are able to learn from one another. A major use of the group discussion is to change attitudes and behaviors.

- **Games**

Simulations that represent actual business situations are referred to as business games. These simulations attempt to duplicate selected parts of a particular situation, which are then manipulated by the participants

- **Role playing**

A Training method in which participants are required to respond to specific problems they may actually encounter in their jobs.

- **Computer-based**

Computer based training is a teaching method that takes advantage of the speed, memory, and data manipulation capabilities of the computer for greater flexibility of instruction.

- **Multimedia**

Multimedia is an application that enhances computer-based learning with audio, animation, graphics, and interactive video.

- **Virtual reality**

It is a unique computer-based approach that permits trainees to view objects from a perspective otherwise impractical or impossible.

- **Video Training**

The use of videotapes continues to be a popular training method. An illustration of the use of videotapes is provided by behavior modeling. *Behavior modeling* has long been a successful training approach that utilizes videotapes to illustrate effective interpersonal skills and how managers function in various situations.

- **Vestibule training**

Training that takes place away from the production area on equipment that closely resembles the actual equipment used on the job. Effective training programs are effective only if the trainers are able to effectively transfer to required knowledge to trainees but there are certain reasons due to which training programs transferring becomes ineffective. The reasons are as under:

Phase 4: Evaluating Training

The credibility of training is greatly enhanced when it can be shown that the organization has benefited tangibly from such programs. Organizations have taken several approaches in attempting to determine the worth of specific programs. In this phase, the effectiveness of the training is assessed. Effectiveness can be measured in monetary or non-monetary terms. It is important that the training be assessed on how well it addresses the needs it was designed to address.

- **Participants' Opinions:** Evaluating a training program by asking the participants' opinions of it is an inexpensive approach that provides an immediate response and suggestions for improvements. The basic problem with this type of evaluation is that it is based on opinion rather than fact. In reality, the trainee may have learned nothing, but perceived that a learning experience occurred.

- **Extent of Learning:** Some organizations administer tests to determine what the participants in training program have learned. The pretest, posttest, control group design is one evaluation procedure that may be used.

- **Behavioral Change:** Tests may indicate fairly accurately what has been learned, but they give little insight into desired behavioral changes.

- **Accomplishment of Training Objectives:** Still another approach to evaluating training programs involves determining the extent to which stated objectives have been achieved.

- **Benchmarking**

Benchmarking utilizes exemplary practices of other organizations to evaluate and improve training programs. It is estimated that up to 70 percent of American firms engage in some sort of benchmarking.

- **A Case for Simplicity:** Value is the measure of impact and positive change elicited by the training. The most common approaches used to determine the effectiveness of training programs are as under:

Post Training Performance Method:

In this method the participants' performance is measured after attending a training program to determine if behavioral changes have been made.

Pre-Post Test approach:

Most commonly used approach towards measurement of effectiveness of training is Pretest Post test approach this approach performances the employees measured prior to training and if required training is provided. After completion of the training again the performance is measured this is compared with performance before training if evaluation is positive e.g. increase in productivity that means that training is effective.

Pre- Post Training Performance with control group Method:

Under this evaluation method, two groups are established and evaluated on actual job performance. Members of the control group work on the job but do not undergo instructions. On the other hand, the experimental group is given the instructions. At the conclusion of the training, the two groups are reevaluated. If the training is really effective, the experimental group’s performance will be improved, and its performance will be substantially better than that of the control group.

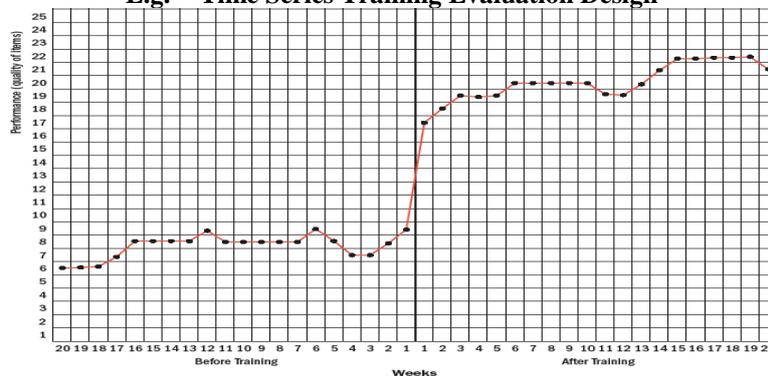
Employer Motivations to Train-

Workforce training had two purposes: technical, to equip new recruits with sufficient knowledge and skills to enable them to perform their new work roles to some minimum standard; and social, to secure new recruits’ co-operation with the employer’s aims and the working relations into which they enter. This latter objective was particularly important for new recruits. Specifically, employers provided workforce training to provide workers with skills required in their current jobs and to improve business performance. Together, these two motives accounted for 71% of the most important reasons for training. Goals such as training in order to introduce new equipment or software, or to meet legal obligations such as health and safety regulations, were also perceived as important. Other objectives such as providing workers with skills required in future jobs or to provide qualifications were much less important. About one in ten employers felt that training offered no benefits.

Training leads to motivation of employees which further leads to following:

- Look forward to coming to work
- Actively and consciously contribute to the business
- Get more work done and have more ideas
- Focus their energy on the positives rather than the negatives
- Reinforce the organizational culture
- Treat clients, co-workers and vendors with more respect
- Weather the "tough times" with others
- Serves as positive ambassadors for other businesses.

E.g. - Time Series Training Evaluation Design



VI. Conclusion

Motivation is based on growth needs. Training is an internal engine, and its benefits show up over a long period of time. Because the ultimate reward in personal growth is motivation and a trained and motivated employee is an asset for an organisation. The only way to motivate an employee is to give him challenging work for which he can assume responsibility. Human motivation is so complex and important, that successful management development for the next century must include theoretical and practical education about the types of motivation, their sources, their effects on performance, and their susceptibility to various influences. The organization’s overall efficiency will decline by untrained employees. Managers may even need to hire additional employees to complete tasks that could not be done by the existing force.

It has found through this paper, workers who are well trained, who feel challenged, who have the opportunity to fulfill their goals will exhibit highly motivated on their job. They will be absent less frequently, they will be less inclined to change jobs, and, most importantly, they will give good results. Motivation is the key. It is thus a tool that motivates employees to perform better on job. The desire to learn is a character trait and therefore varies according to the personality of the individual trainee. However, there are steps we can take to move trainees from simply having the “desire to pass the exam” to having the “desire to learn”. Doing so will yield benefits in training and professionalism. To be a successful manager one must be a trainer first, who motivates employees to increase productivity.

The paper states that, internal training can be perceived as a motivation for personnel development, which directly leads to organizational development. Because business and organization benefits significantly when it encourages employees to learn and generate knowledge. It creates atmosphere where people can grow, be a part of society and at the same time keep their individuality. It promotes learning culture, helps employees challenge themselves, gain recognition, solve-problems by making decisions, stimulates enthusiasm and increases workplace skills. Result is job satisfaction, increased level of performance and successful business.

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