



## **Influence of Effectiveness of Training on Level of Morale and Creativity with reference to Indian Railways and Metro**

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### **Abstract**

Training is one of the reliable methods to respond to the growing needs, technological advances and changing expectations of employees and consumers. Effective training has become the key to address today's challenges and take the organisation to the higher level. The impact of training on organisations gets initiated on the employees. This research intends to understand the influence of effective training on morale and creativity of an employee, among different factors. The study has focused on middle level managers. Research adopted is descriptive and causal in nature. The respondents are from two manufacturing and workshop units from Karnataka and Tamil Nadu. The outcome of the study indicates that training has significant impact on increase in morale of the respondents and not on the creativity. The organisation can focus on creativity to facilitate innovation in the organisation. One of the major drawbacks of the study is to determine the type of respondents where the effective training would have impact on morale and creativity.

**Key words:** Creativity, Effectiveness of Training, Human Capital, Morale

**JEL Classification:** M5, M53

**Paper type:** Research Paper

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### **Introduction**

The process of unlearning, learning, and re learning in an organisation takes places with the help of training. Training is a major catalyst that aids in desirable changes in the organisation and individuals. Knowledge is updated in the changing scenario. Arthur et. al., (2003) endorses that training is a mode of communication to the entrants about the organisation. Employees are modelled according to the requirements of the organisation. The modalities of training are framed fitting the goals of the organisation. Training involves investment and the organisation expects returns in terms of performance. Training is measured to understand the effectiveness and impact on the trainees. This raises intriguing questions as how to measure the effectiveness of training and what might be the outcomes of effective training. Effectiveness of training could be measured by two different approaches of research. They are qualitative and quantitative approaches. But the focus of this paper is to see what output the organisation can expect in return.

Besides the impact on organisation as such, training is also focused on individual development. Attributes like skill, morale, satisfaction and well being builds an individual as a complete personality from within. Human capital in simple words is a bundle of qualities of an individual which can be an asset to any organisation. Subrahmaniam (2010) refers human resource as India's strength. He shares his views on how training helps the organisation to improve the skills, knowledge, attitude, behaviour of an individual. Except behaviour, other aforesaid concepts are variables forming human capital (Soboleva, 2010). As these studies have proved a relationship between skill and training, this paper extends to check the relationship between effectiveness of training with specific human capital components, namely, morale and creativity.

Morale and creativity form significant components of human capital (Dawn, 2013 and Solmaz Moghimi and Indra Devi Subramaniam, 2013; Almond and Currie, 2011). Morale and Creativity are significant attributes for an individual to perform effectively (Bjorkqvist and Osterman, 1992; Morris, 2006). Morale is an intangible quality which can't be measured directly. Morale comprises a set of variables like job satisfaction, self confidence, loyalty etc. These variables differ with different individuals. All the individuals have to be centred to achieve the organisational goals. So the morale of all employees need to be reasonably higher which lies in the hands of their respective managers, in the practical scenario. Hence the organisation indulges in imparting new skills, and activities to share knowledge, which are supposed to increase the organisation performance. Susan (2011) finds that employees' mental attitude depends on the relationship between the employee and the organisation. Dale (2006) investigates if organisations could build the morale of the employee with genuine enthusiasm. Morale is not an absolute term that can be defined or applied directly in the given situation, but yet it has various dimensions to understand. One who has high morale can be categorized as satisfied or happy employee and he or she might find him or her with the organisation and would end up in having a loyal employee. They also work well in team which might increase their social capital. Social capital is the value rendered by the individual to the organisation as a team member.

Creativity and innovation at times are used interchangeably. The commonality to use is such that, both add new aspect to the existing body knowledge. Nowadays companies focus more on innovation to achieve competitive advantage. They invest in research and development to bring the unique product or service in the market. New things come from the employee who thinks out of the box. It is like tapping the hidden talent and making the efficient use of the talent. It becomes a resource based organisation, if the level of creativity is high. Researchers like Morris (2006) and Leung (2011) find that "creativity flourishes when companies enable their employees to enter a space of creative freedom, a freedom necessary for innovation and creativity to thrive". Vonnmn Stamm (2003) says creativity will lead to innovation and people in office should be brought out from their comfort zone and should be allowed to work in the new atmosphere where creativity is encouraged. As the technology is taking away all traditional modalities of doing the routine office jobs even employees now do not want to work in a monotonous schedule say nine in the morning to five in the evening. They seek facilities like work from home, permissions from the schedule and complete their tasks.

## Review of Literature

The research work previously done helps to understand the evolution of variables. It also throws light on clarity of concepts and also the application of same concept in different dimensions. It gives information regarding the gap in the research field that has to be explored. On the whole previous studies become the base to further go deep in the area of interest and are essential to take up research. Succeeding paragraphs deals with the supporting work for the study of each variable.

## Effectiveness of Training

Subrahmaniam (2010) noticed the change amid pre and post training, which has a positive outcome on training programs. He also adds that the organisation spends very less or rather thinks to invest on training programs, as the organisation is concerned about the returns in terms of higher productivity, reflecting skill capital.

Subrahmaniam mentions the work of Dayal (1970), which highlights; training is more effective only when there is a need for the same. Studies (Nandy, 1974), also talks about the importance of measuring the effectiveness of training. He says that effectiveness of training should be monitored on a continuous basis. It should consider the motto of training programmes and the objectives of the firm. Viramani (1984) insists the importance of evaluating the training programmes in the field of education and management.

Bramley (1990), shares that the evaluation of effectiveness of training should cover the facet of “context, input, reaction, and the outcome of the training program”. Wang et al., (2006), divides the training programme into two and measures the effectiveness from the perspective of formative and summative approach. Formative focuses on the training programmes and summative approach rounds around the outcome derived after training programme. In contrast to this, the work of Zwick (2013) (5R) indicates that older employees’ training is ineffective which may be due to difference in the training motivation for different sets of employees of the establishments.

Mc Claran (2003), summarises from his analysis that there is an upward trend in the physical activity after training if training programme was effective. He also marks the work of Wing et al (1996), which compares two different groups. There was an improvement in the group which has a personal trainer from the group that was not monitored by a personal trainer.

## Human Capital: Morale and Creativity – The Roving Behind

Human capital is the composition of knowledge, skills, abilities, organisational identification and other such factors pertaining to an individual, which results in the economic value for an organisation. It talks about an individual who can be an asset to an organisation, when he/she is able to put those characteristics in practice. When it is human capital, the work of Schultz becomes the bible as he is the father who coined the term human capital in his presidential address to American Economic Association in the year 1960. Schultz (2008) consolidates aspects like abilities, skills, qualification, and knowledge of an individual as human capital. Human capital is defined by Schultz (1993), as “a key element in improving a firm assets and employees in order to increase productivity as well as to sustain competitive advantage”.

Bjorkqvist and Osterman (1992), argues that morale, as a construct, includes the aspects of an employee’s attitude towards team effectiveness, collegiality, health, and overall job satisfaction. Morale is formed by continuous learning, mutual cooperation and emotional support in a professional learning group (DuFour and Eaker, 1998). Morale is often influenced by interpersonal communication skills (Champan, 2009; Kegan and Lahey, 2001; Reina and Reina, 2006). Roethlisberger and Dickenson (1947), finds that human relations play an important role in the process of interaction among the co workers in an organisation. This also shows improvement in the performance in terms of production effectiveness and efficiency. Employee morale is studied in the context of organisational climate. Momeni (2009) finds that about 70 percent of employees are influenced directly by their manager’s morale and behaviour. He insists that positive morale in an organisation reduces employee turnover.

Studies (George and Zhou, 2001; Tierney, Farmer and Graen, 1999; Mc Laughlin and Harris, 1997; Jong and Hartog, 2007; Hellan and Thiele, 2009; Tushman and Orielly, 1997; Martins and Terblunche, 2003) have proven that creativity of an individual contributes to the better performance of an organisation. George and Zhou (2001), defines “creative behaviour is the production of novel and useful ideas by employees which can be the starting points of innovation”. Woodman, Sawyer and Griffin (1993) defines organisational creativity as “the creation of a valuable, useful new product, service, idea, procedure, or process by individuals working together in a complex social system”. The authors Sternberg and Lubart (1991) used the quote “buy low and sell high” meaning that the people who are creative are not affordable by an organisation but individuals with less creativity can be easily hired and modelled. In developed countries like United Kingdom, the Prime Minister feels that creativity has impact on the economy of the country says Gibson (2005). Grierson (2011) defines, “creativity is now synonymous with economic productivity as the human subject undergoes transformations of identity as an entrepreneurial self”. Craft (2003) takes creativity at the macro level and says it is backbone for growth in the economy. Brenner (2010), studies creativity with behaviour and states that there is direct relation between creativity and behaviour. Jaffer (2013) says during hiring of employees, the criteria are changed to another phase and it is not as similar as olden days. Creativity has taken such a prime importance in an organisation.

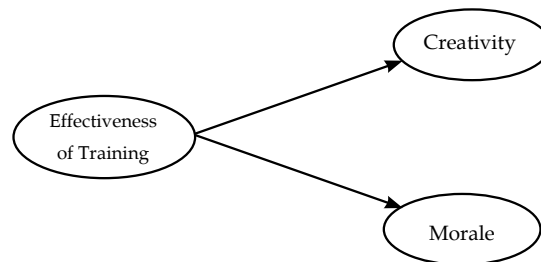
Ballot et. al., (2001) spots the point that many organisation talks about investment on R& D and marketing aspects, but he feels investment in human capital is also important. He substantiates the point by mentioning the positive output like the quality and training in R & D personnel can be improved. Alani and Isola (2009) mentions the work of Schultz (1961), that indicates “investments in formal education, health facilities and services, on – the – job training, adult education and migration improve the capabilities of human beings and are therefore avenues for promoting human capital development”.

### Contribution of Study

The above studies show that research has focused on career development, job security, and safety culture, employee attitude after attending the training program, commitment, job satisfaction and motivation, organisational effectiveness, learning culture, training motivation, the transfer of training etc., with reference to effectiveness of training. No study has made a specific research on the influence of effective training on the employees’ morale and creativity.

A major contribution of this study is to understand the level of impact of effective training on creativity in an organisation where the creativity or innovation is not given much of importance. This research would give insights for the organisation as to what extent the creativity and morale of an employee could have impact on effective training.

### Theoretical Framework of the Study



This is the theoretical framework arrived after a reflective review of literature. As the wide literature survey seldom found any study on the impact of training effectiveness on morale and creativity, the same was decided to be hypothesized and tested. The aim of this model is to investigate in detail the variables of study i.e., effectiveness of training, morale and creativity. This model intends to know if the morale and creativity of an employee can be increased by improving training. So effectiveness of training becomes the independent variable and other two variables of the study are dependent variables. The model can be further understood with the following objectives of the study.

### **Objectives of the Study**

It is the systematic flow to derive the objectives of a study after framing the model. The objectives of this study are

- To assess existing level of morale and creativity among the respondents;
- To explore the association of morale and creativity with the training effectiveness;
- To investigate the effectiveness of training on morale;
- To study the effectiveness of training on creativity of the individuals; and
- To estimate the model showing relationship between effectiveness of training, morale and creativity.

### **Hypotheses for the Study**

The above theoretical framework leads to the following hypothesis for the research.

- Hypothesis 1: There is significant association between effectiveness of training and morale of employees.
- Hypothesis 2: There is significant association between effectiveness of training and creativity of employees.
- Hypothesis 3: Effectiveness of training predicts the level of morale of employees.
- Hypothesis 4: Effectiveness of training predicts the level of creativity of employees.

### **Methodology**

The research is descriptive and causal in nature, as it studies the existing level of the variables among the participants, as well the prediction of the dependent variable by the independent variable. Prospective respondents are from a few manufacturing and workshop units of Karnataka and Tamil Nadu in Railway sector. The methodology comprises instrument development and validation, model building and validation, sampling, data collection and data analysis. Morale – Creativity – Effectiveness of training scale was developed and adopted to measure the variables of effectiveness of training, morale and creativity of the managers. The instrument was validated using a pilot data where the irrelevant items were eliminated.

Stratified random sampling technique was employed to administer the questionnaire. 355 responses were collected. The data was analyzed to study the influence of effectiveness of training on morale and creativity. Simple regression was used in the analysis. Path validation was done through partial least square technique using Visual Partial Least Squares software.

## Instrument Development, Validation and Model Validation

This section deals with developing a scale to measure morale, creativity and effectiveness of training with special reference to Indian Railways middle level managers. The instrument is developed through literature reviews, and taking in cognizance the opinions from industry experts and academic experts. The constructs were measured at six point scale ranging from 'agree very much' to 'disagree very much'. Value 6 in the scale refers to 'agree very much' and 1 refers to 'disagree very much'. The constructs were tested for validity and reliability with a pilot data using SPSS (Statistical Package for Social Studies) data analysis. PLS (Partial Least Square) path modeling was also used, where the irrelevant items were eliminated for the final instrument and model was estimated.

Based on previously established theories through research and literature on morale, creativity and effectiveness of training, the theoretical model was developed which depicts the extent of impact of effective training on morale and creativity. The below said methodology was used in developing and validating the instrument

- Item generation
- Content Validity
- Reliability test through CITC score and Cronbach Alpha value
- Criterion validity
- Path Validity

### Item Generation

Item generation of study variables was done through intensive literature survey. There were 08 items under morale (James, 2013), 09 items under creativity (Moghimi and Subramaniam, 2013), and 29 items measuring effectiveness of training (Rao, 2008; Breeden, 2011). Morale and Creativity are prime constructs under human capital. Both the study variables have a set of items to understand the morale and creativity of an individual.

As seen in the definitions of morale, it could be from the individual's perspective in line with the organisation. Morale is measured based on the appreciation, atmosphere, friendliness among the peers, and stress of work. It can be noted that it has connection with the attitude of an employee which is a component of human capital.

Creativity could be observed in various dimensions. It is referred as base for change in the organization, seen in solving work related problems in unique way. Creativity is measured by statements focused on achieving goals and objectives of the organization through creativity. Creativity can be seen in the individual ideas of the employees to improve their performance. The improvement in individual performance has positive impact on performance of department and correspondingly on organizational performance. It is also measured in finding out new technologies, process techniques, products in tangible terms or product related ideas, application and acceptance of practical ideas, knowing about and consideration for implementation of technologies, and the same in unique process to benefit the organization, with quality also in focus.

Effectiveness of training is measured through the items already developed by Rao (2008). Twenty five items were taken for the study. Among these some of the items were split as two types of training i.e., induction training and external training. Post training evaluation items were also taken to measure the effectiveness of training (Breeden 2011).

**Table 1: Table showing the items extracted from respective literature review**

Sl.No	Construct	Name of Article
1	Morale	Employee Interpersonal Communication: the Relationship to Morale within the Professional learning Community, (James 2013)
2	Creativity	Employee's Creative Behavior: The Role of Organisational Climate in Malaysian SMEs, (Moghimi and Subramaniam, 2013)
3	Effectiveness of Training	HR Audit Book – (T V Roa 2008)
4	Post Training Effectiveness	An Evaluation of Behavioural Skills Training with the addition of Fluency Component, (Breedon, 2011)

## Content Validity

Content validity is done to ensure if the construct is measured by items that are explicitly accepted by experts in the field. In other words, the items generated for each construct should explain the construct. This is carried out after a comprehensive literature survey about the respective construct.

The number of items generated for the study variables were forty six. 08 items under morale, 09 items under creativity and 29 items under effectiveness of training were framed. Once the items were generated under respective constructs, it was confirmed through expert from industry and subject expert from academia. The items developed for each construct are checked with the definition of the same construct. The definition is analyzed in depth to understand the concept with clarity. It finally led to thirty three items for final instrument for the study. The academicians had guided in terms of framing the positive and negative worded questions to measure the construct. Therefore the instrument had two negative worded items under morale and other two constructs were positively worded for pilot study. After purification through statistical analysis and expert advice from industry and academia there are no negative worded items under these three constructs of the study.

## Reliability test through CITC score and Cronbach Alpha value

This section has the outcome of statistical analysis through SPSS software. Reliability test is based on the cronbach alpha value. The value above 0.7 is taken for the study and items with value less than 0.7 is removed from the instrument. CITC is Corrected Item Total Correlation which should be above 0.5. The items with less than 0.5 CITC were removed from the instrument. Below is the table with CITC score before and after purification with Cronbach Alpha Value.

**Table 2: Table showing the items with CITC score and Alpha Value before and After Purification**

Sl.No	Item name	Before Purification		After Purification	
		CITC Score	Alpha Value	CITC Score	Alpha Value
1	Morale1	.641	-.051	.661	.647
2	Morale2	.606	-.068	.623	.659
3	Morale3	-.473	.542	Removed	Removed
4	Morale4	.056	.323	Removed	Removed

5	Morale5	-.379	.537	Removed	Removed
6	Morale6	.033	.334	.310	.774
7	Morale7	.551	.028	.590	.676
8	Morale8	.371	.149	.403	.741

The alpha value is 0.313 with 8 items to measure the morale of an employee. It can be seen from the above table that some of the items are in negative. The items with alpha value less than .6 are removed to improve the instrument statistically. After purifying the instrument by removing a few statements the cronbach alpha value is 0.748 with 5 items. The items which had alpha value less than .6 is now more than .6 after purifying the instrument by removing items 3, 4 and 5.

**Table 3: Table showing the items with CITC score and Alpha Value before and After Purification**

Sl.No	Item	Before Purification		After Purification	
		CITC Score	Alpha Value	CITC Score	Alpha Value
1	Creativity1	.367	.893	Removed	Removed
2	Creativity2	.852	.845	.814	.863
3	Creativity3	.669	.860	.675	.882
4	Creativity4	.710	.857	.720	.874
5	Creativity5	.533	.874	Removed	Removed
6	Creativity6	.606	.866	.671	.881
7	Creativity7	.606	.866	.592	.889
8	Creativity8	.651	.864	.642	.884
9	Creativity9	.780	.855	.771	.871

The alpha value is 0.878 with 9 items to measure creativity construct of the respondents. It can be seen from the above table that all the cronbach alpha values are above .7 which is statistically significant. But the CITC score is less for two items with .367 and .533. To improve the CITC score, item1 and item 5 are removed. The alpha value and CITC score is improved. After purifying the instrument by removing the two statements, the Cronbach alpha value is 0.893 with 7 items.

**Table 4: Table showing the items with CITC score and Alpha Value before and after Purification**

Sl.No	Item	Before Purification		After Purification	
		CITC Score	Alpha Value	CITC Score	Alpha Value
1	IT1	.643	.836	.697	.961
2	IT2	.713	.835	.780	.960
3	IT3	.544	.837	.598	.963
4	IT4	.565	.838	.662	.962

5	IT5	.637	.836	.759	.961
6	IT6	.671	.834	.732	.961
7	IT7	.608	.837	.703	.961
8	IT8	.747	.834	.822	.960
9	ET1	.699	.837	.724	.961
10	ET2	.765	.835	.806	.960
11	ET3	.710	.834	.800	.960
12	ET4	.691	.835	.720	.961
13	ET5	.802	.834	.869	.959
14	ET6	.634	.837	.669	.962
15	ET7	.575	.837	Removed	Removed
16	ET8	.712	.834	.710	.961
17	ET9	.632	.834	Removed	Removed
18	ET10	.742	.835	.740	.961
19	ET11	.292	.876	Removed	Removed
20	ET12	.655	.836	Removed	Removed
21	ET13	.758	.835	Removed	Removed
22	ET14	.734	.836	.749	.961
23	ET15	.734	.835	.780	.960
24	ET16	.677	.836	.656	.962
25	ET17	.743	.834	.723	.961
26	PT1	.358	.898	Removed	Removed
27	PT2	.629	.837	Removed	Removed
28	PT3	.636	.837	.666	.962
29	PT4	.471	.840	Removed	Removed

*IT refers to items under Induction Training; ET refers to items under External Training and PT refers to Professional Tenure*

The alpha value is 0.843 with 21 items to measure the effectiveness of training. It can be seen from the above table that all the Cronbach alpha values are above .7 which is statistically significant. But the CITC score is less for three items with .358, .471 and .298. To improve the CITC score, item twenty six, item twenty nine and item nineteen are removed. Apart from the statistical values, other items were removed through expert's advice from the industry. Those items were item seven, nine, twelve, thirteen, and twenty seven. The alpha value and cronbach value is improved. After purifying the instrument, the Cronbach alpha value is 0.963 with 21 items.

**Table 5: Table showing construct wise reliability and AVE values**

Construct	Before Purification			After Purification		
	Composite Reliability	AVE	Cronbach Alpha	Composite Reliability	AVE	Cronbach Alpha
EoT	0.968	0.518	0.843	0.966	0.580	0.963
Morale	0.636	0.371	0.313	0.824	0.504	0.748
Creativity	0.913	0.543	0.878	0.912	0.619	0.893

When the Average variance extracted (AVE) is checked it is noticed that morale has value less than 0.5 which is not statistically significant. AVE and Cronbach alpha go in same direction while the morale has value less than 0.7 which is also not statistically significant. After purifying the instrument the AVE value and Cronbach alpha value is improved to 0.504 and 0.748 respectively and it is above the base value by making the instrument statistically significant to measure morale of an employee.

**Target Population:** One of the prime objectives of the research is to study the variables of the employees of a Government sector undertaking. The prospective respondents range from officers to senior section engineers cadre in the manufacturing and workshop units of Central Government i.e., Indian Railways.

**Sampling Frame:** The record of employees' database is the sampling frame for the study. The list of employees was collected from the organisation. The list consisted of designation and cadre of prospective respondents. From the list, the prospective respondents were selected for the study

**Sampling Technique:** The sampling technique employed in this study was stratified random sampling technique. The data base of strength of employees and prospective respondents were collected and from that list, every 5<sup>th</sup> unit was selected as the respondent and data was collected.

**Sample Size:** Data were collected from 355 respondents for the study. This data covers 5 places in the southern part of India namely Bangalore, Mysore and Hubli representing Karnataka and Chennai and Trichy representing Tamil Nadu.

**Data Collection:** The validated instrument was used in data collection. The respondents were from central government manufacturing and workshop units of the railway sector. Manufacturing unit and workshops are chosen from different regions of Railways in South India. Rail Wheel Factory (manufacturing unit), Carriage Repair Workshop and Central Workshop represent Karnataka and Integral Coach Factory (manufacturing unit) and Central Workshop Golden Rock are from Tamil Nadu. Reviews of previous researches pertain to the effectiveness of training programmes. There are other studies that indicate that continuous learning in an organisation gives rise to increase in morale and ability of an employee to be creative. This paper intends to further probe on the situation of whether effective training increases the morale of the employees and bring innovation in the organisational performance by making the employees creatively strong. Sudhakar (2014) argues that there is significant difference in personal effectiveness after training and that, there is increase in the same after a stipulated time too. This may be due to several reasons. But the intention is to know if there is any increase in the morale and creativity of an individual.

## Estimation of the model

The theoretical model was framed into a model which could be used for the statistical analysis. This was done with the help of Visual Partial Least Square (VPLS). VPLS is a structural equation modelling technique and was used to define the relationship among the variables in path model. The estimation was done with the help of bootstrapping technique and found to fit the indices.

## Analysis

The sample is analysed to understand the demographic profile of the respondents. The data depicts that majority are male and their age falls in the category of 44 to 54 years. The quality of response is measured with the help of work experience of the respondents. Work experience has higher mean (4.76 in a scale of 1 to 6) value compared to other demographic characteristics. It denotes that in the scale of 6, the majority of responses lie between 5 and 6. Majority of respondents have an experience ranging from 10 years and above 20 years. About 65% are first level supervisors and 15% are middle level managers. First level supervisors are the immediate head who interact with the employees, then follows the middle level officers and executives. The profile of the respondent's data is presented in the form of table below:

**Table 6: Table showing Statistics of Demographic Profile of Respondents**

Factor	Categories	Frequency	Percentage
Gender	Male	319	89.85
	Female	30	8.45
Age in years	Less than 21	2	0.56
	21 to 34	95	26.76
	34 to 44	99	27.88
	44 to 54	112	31.54
	54 or older	43	12.11
Educational Background	Diploma	123	34.64
	UG	126	35.49
	PG	69	19.43
	Others	30	8.45
Work Experience in years	Less than 1	2	0.56
	1 to 2	17	4.78
	2 to 5	34	9.57
	5 to 10	70	19.71
	10 to 20	111	31.26
	More than 20	114	32.11
Designation	Not a manager or supervisor	43	12.11
	First Level Supervisor	233	65.63
	Manager higher than supervisor	53	14.92
	Executive	9	2.53
Marital Status	Married	313	88.16
	Unmarried	39	10.98

## Existing level of morale and creativity in the respondents

As one of the objectives is to check the existing level, of morale and creativity of an employee, descriptive statistics test is applied. Descriptive statistics test gives mean and standard deviation. Standard deviation shows the amount of variability.

**Table 7: Table showing Existing level of key variables of study**

	N	Mean	Standard Deviation
Morale	355	4.0009	1.07745
Creativity	355	4.8735	.93642
Effectiveness of Training	355	4.0157	1.16924

Descriptive statistics was calculated to assess the level of morale and creativity of the respondents. As per Table 7, the mean value of creativity is high (4.8735), is more than 4 in the scale of 1 to 6, indicating higher score responded by the employees for creativity. The mean value of effectiveness of training (4.0157) and morale (4.0009) is less than creativity. Descriptive statistics table also gives the value of standard deviation to understand as how the variables of the study vary among themselves. In this the independent variable, effectiveness of training has a higher value (1.16924) compared to other two dependent variables. Morale (1.07745) of respondent has a close standard deviation with effectiveness of training. This may be for the reason that morale and effectiveness of training are related than creativity.

## Association of morale and creativity with training effectiveness

The second objective of the study is to explore the relationship between the study variables. Study of Alani and Isola (2009) leaves a clue as to what kind of relationship might exist among the constructs. So, correlation test is employed. Correlation analysis is carried out for all the three variables of the study, i.e., effectiveness of training, level of morale of an individual in an organisation and the level of creativity of an employee of a company.

**Table 8: Table showing Correlation between the Latent Variables**

	Effectiveness of Training	Morale	Creativity
Effectiveness of Training	1.000		
Morale	.549**	1.000	
Creativity	.330**	.331**	1.000

*\*\*Significant at 0.01 level*

A correlation test is carried to understand the type of relationship that exists between the variables of the study. According to the output in the table 8, it can be understood that the variables have positive relationship between them. The association between effectiveness of training and morale is high ( $r = 0.549$ ) compared to the relationship between effectiveness of training and creativity ( $r = 0.330$ ). It can be inferred that in an organisation, effective training increases the morale of individuals. The association between morale and creativity is also fairly high and significant that shows the two variables are related to each other.

## Impact of effectiveness of training on morale and creativity of the individuals

This study focuses on causal relationship between the variables. The cause and effect is studied and understood with the test of regression, which reveals the extent of prediction of the dependent variable by the independent variable(s). As there are two dependent variables, the regression calculations are done individually. The following tables talk about regression test for both morale and creativity.

### Impact of effectiveness of training on morale of respondents

The effectiveness of training is the causal factor that would influence the level of morale of an employee. Effectiveness of training is independent variable which is tested for its prediction of the dependent variable, namely the morale of the employees in an organisation. The following table gives the strength of regression of effectiveness of training on level of morale, represented by  $r^2$ , the coefficient of determination.

**Table 9: Table showing Impact of effectiveness of training on morale and creativity**

#### Model Summary<sup>b</sup>

Model	R	R square	Adjusted R square	Std. Error of the estimate	Durbin Watson
1	.549 <sup>a</sup>	.302	.300	.90156	1.713

a. Predictors: (Constant), Effectiveness of Training

b. Dependent variable: Morale

**Table 10: Table showing Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardised Coefficients	T	Sig
	B	Std. Error	Beta		
1 (Constant)	1.968	.171		11.482	.000
AEOT	.506	.041	.549	12.353	.000

a: Dependent Variable: Morale

Regression is done to check the impact of effectiveness of training on morale of the employees. The output from Table 9 reads that, the effectiveness of training can influence morale by 30%, which is statistically significant. According to Mc Claran (2003), there is an upward trend in the physical activity after effective training. Looking at the Durbin Watson test value, which talks about the presence of autocorrelation in the given time period, the value 1.713 lies between the standard value i.e., 1.5 and 2.5, which says there is an evidence of positive serial correlation between effectiveness of training with morale. The t value is 12.353 and it is significant as the value is more than standard value 1.96. The beta value is also high with 0.549.

The linear equation for the study is;

$$\text{Morale} = 1.968 + 0.549 \text{ Effectiveness of Training}$$

## Impact of effectiveness of training on creativity of respondents

The impact of effectiveness of training on creativity is assessed using regression again.

**Table 11: Table showing Impact of effectiveness of training on creativity**

### Model Summary<sup>b</sup>

Model	R	R square	Adjusted R square	Std.Error of the estimate	Durbin Watson
1	.330 <sup>a</sup>	.109	.106	.88520	1.901

**a. Predictors:** (Constant), Effectiveness of Training

**b. Dependent variable:** Creativity

**Table 12: Table showing Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardised Coefficients	T	Sig
	B	Std.Error	Beta		
1 (Constant)	3.812	.168		22.653	.000
AEOT	.264	.040	.330	6.569	.000

**a: Dependent Variable:** Creativity

Here, the regression is done to check the impact of effectiveness of training on creativity of the employees. The output from Table 11 reads that, the effectiveness of training can influence creativity by 10.6%, which is not statistically significant. However the Durbin Watson value of 1.901 lies between the standard value i.e., 1.5 and 2.5, which says there is an evidence of positive serial correlation between effectiveness of training with creativity. The t value (6.569) here is also significant and beta value 0.330.

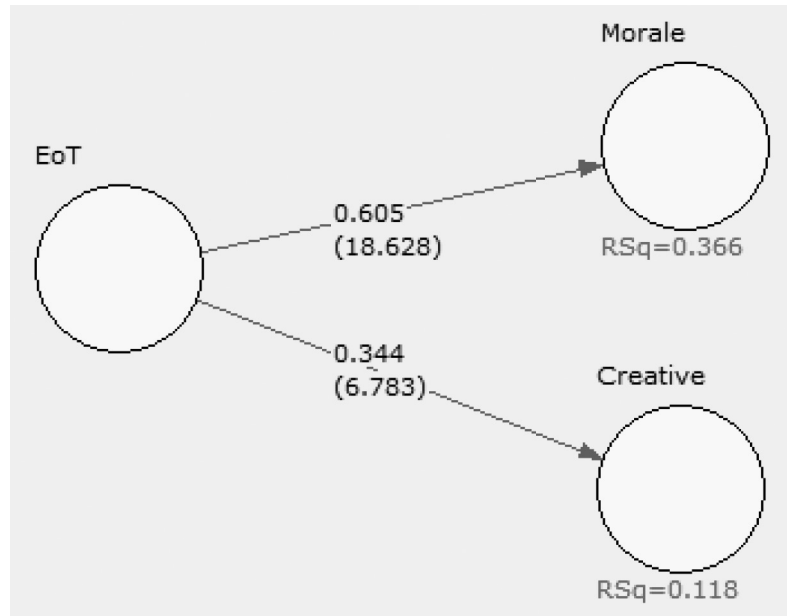
The regression equation derived is

$$\text{Creativity} = 3.812 + 0.330 \text{ Effectiveness of Training}$$

The implications and discussions of this relationship are discussed later in this paper.

## Estimation of model

Structural Equation Modelling is a method to validate theoretical frameworks with empirical data. A model is a set of multiple relationships between different constructs used in a study. The model derived using the literature review is estimated using the Visual Partial Least Squares regression. The figure given shows the estimated values, once the technique is used to run the model.



**Figure 1: Estimation of model depicting impact of Effectiveness of Training**

As the objective of the study is to assess the level and relationship of effectiveness of training with morale and creativity of respondents, the path is drawn accordingly. Effectiveness of training is endogenous variable and morale and creativity are exogenous variables. Bootstrapping technique was used to check the output. Partial Least Square method gives two major outputs, i.e., path value in other words also known as t value and  $R^2$  value. Path value talks about the influence of one variable on other variable.

In the figure, the independent variable, effectiveness of training can predict morale upto 36.6 percent. However, effectiveness of training is least expected as independent variable as it predicts only 11.8 percent of variance in creativity of a person. This proves that effectiveness of training has a significant impact on morale but not on creativity. It can be interpreted that the level of morale of an employee in an organisation can be influenced with effective training. Morale in an individual can't be measured or observed in a person directly but certain attributes characterise about a person's level of morale. For instance, the team effectiveness can be observed when the morale of individuals in the team is good. There is direct relationship between effective training and the level of morale of employees in an organisation.

## Discussion

Previous researches have focused on performance of employee in terms of change in attitude after effective training (Harvey et.al, 2000). Research by Huang (2001) studies the relationship between organisation performance and effective training. The present study gives the outcome of impact of effective training on increase of morale and creativity. It is noted that creativity of employees could be improved if the managers are trained and it is found that off the job training has positive impact on increasing creativity (Williams, 2001). The current finding is in contrary with the above said studies (Harvey et.al 2000, and Huang, 2001). The output ( $r^2 = 11.8$ ) is practically insignificant, as the path value is significant. In the Central Government organisation,

there are pre set standard operating procedures which are followed in the manufacturing and workshop units. There are training institutes to train the employees before they are allowed to work in plant. Employees learn from such training institute and implement in the organisation. This makes the employee of the organisation to follow the instructions and not think something innovative. Therefore the effective training would not have impact on the level of creativity.

But the effectiveness of training has impact on morale. There are researches (Harvey et.al 2000, and Huang, 2001) which say that the employee performance increase with effective training. Effective training gives way for the employee to perform better. There are organisations which identify the best performance and reward them both in monetary and non monetary terms. These rewards increase the morale of the employee towards the organisation and leads to major benefits like employee retention, building a stable human capital, invest more on training and develop the skills.

The strength of impact up-to 36.6 % indicates that effective training increases the morale of employees in the organization. The items measured for effective training are based on induction training and external training. Induction training constituents are focused on significance of the training from the perspective of employee who is new to the organization. A systematic program with proper allotment of time makes the training effective. One of the factors to increase the morale of an employee is to make him or her available with a list of opportunities. These opportunities become the platform for employee to learn more about the organization. In the process of induction training the employees are briefed about the norms and values of the company which the employees have to follow in the organization. It is also to be noted that there is an increase in the employee morale, when the new entrants find the induction training useful in the organization. Organization ensures to improve the existing induction program periodically which also contributes to make the training programs effective.

Organization also focuses on training the employees to handle the machinery used in the production, even when they are performing at different managerial cadres. Technical knowledge is also given to the employees in the training. This is done both at the time of induction training and external training, along with incorporating them with management capabilities. The training given is specific to the departmental needs and this makes employees to learn about their department in detail. This also enhances the morale of an employee, as they feel more confident with the knowledge of their working premises, which obviously make them more comfortable at work. Apart from training given within the organization's premises, the employees are sent to sponsor training programs where the employees are made aware as what is expected from them after undergoing the training program. After the training period, senior line managers guide the employees even in the workstations. This makes the employee comfortable to clear the queries and improve the performance which results in increasing the morale of the employees.

The study finds that, training that incorporates appropriate time management, availability of opportunities for employees at work, adequate information about the nature and culture of the organization, perceived usefulness and periodic updating of the training modules, technical knowledge besides managerial knowledge, superior support, competent faculty and instantaneous clarification of ambiguous and vague contents of the training substance, are found to improve the morale of employees in an organisation. It is to be noted that training focuses more on imparting the information and knowledge about the organization and has little scope for creativity of an employee in the organization.

## Managerial Implications

The research aims to provide the managers the outcomes of effective training. It is observed that effective training in an organisation leads to increase of morale. But it has no impact on the level of creativity. Managers can focus on training programmes that could further increase the level of morale from 36.6 % and above. The impact of effective training on level of creativity is low (11.8 %). Managers can focus on developing an aspect of human capital i.e., creativity. This may give scope of efficiency in the operations. The organisation can develop a skill India by creating an equipped workforce. The department of research and development can also be improved. This has various benefits like innovation, cost effectiveness, promoting Indian based products.

## Limitations and Scope of Study

One of the major drawbacks of the study is the comprehension of the concepts by the employees. As the respondents are chosen from Central Government organisation, it is found that a few items/statements from the pre established questionnaires do not fit the organisation from any perspective. This may be due to the individuality the organisation possesses when it comes to operations. For instances, there are organisations who recognise creativity of an employee and award. But in these organisations, there is no scope for awarding and recognising creativity as there is unique standard operating procedure to be followed in the operations.

Likewise, the other drawbacks are that the employees are not free to share their opinion as they have the confidentially clause signed during the employment. This may not depict the exact scenario. There is also a draw back with regard to application of the concepts in the practical scenario. From the perspective of research, one of the major drawbacks is the application of the relationship of the study variables in line with the organisation.

The future research may focus on deciding the variables which could be adopted from the organisation than fitting the theoretical framework in to the research. A qualitative approach could be employed to understand as what might be the outcome of an effective training in the organisation. From the academic perspective, the research can focus on developing a scale to measure effectiveness of training according to the industry. The future research can contribute by developing the modalities to review the training methodologies adopted by the organisation in order to be up to date in terms of product specification, and technology. To add to the list, the research can also test the same model with moderating and mediating effect to understand the outcomes of effective training in a better manner.

## Conclusion

The study concludes that a good training program will definitely increase the productivity through increased performance. When the level of creativity has to be developed, the organisation has to come up with other sets of plans which are not included in the training. Especially creativity of an individual in an organisation can't be increased with the set of items used to measure effectiveness of training in this study. The items under effectiveness of training here have items on general training and not in specific as either to deal with creativity or to deal with interpersonal conflicts. This study is important or significant as it leaves a point that the organisation like Central Government Organisation which deals with manufacturing and workshop units can increase the level of morale with effective training. Increased level of morale of employees will reduce absenteeism and labour turnover. The managers can focus on conducting training to improve the skill of employees. The skills can make an organisation a resource based organisation.

The analysis is done with a data of 355 where result can vary with the increase in the sample size. Some of the items may not depict the actual response or the feeling of the individual as the employee would have faced the matter of confidentiality. There may be clash in some of the items as matter of confidentiality. This may stop the respondent from revealing the big picture.

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