



Available online at www.sciencedirect.com

ScienceDirect

Procedia Computer Science 158 (2019) 802–810

Procedia
Computer Science

www.elsevier.com/locate/procedia

3rd World Conference on Technology, Innovation and Entrepreneurship (WOCTINE)

Impact of training on employee motivation in human resources management

Banu Ozkeser*

Koluman Otomotiv Endustri A.S., R&D Center, Mersin, 33000, Turkey

Abstract

It's a well-known fact that we are living in a dynamic environment full of unlimited demands. This rapid change makes the competition be stronger and leads the foundations compatible on technological improvement. Thus, companies try to find new alternatives so as to provide sustainable ways among others. Scientific approaches in human resources management (HRM) can be taken into account as one of these solutions because training activities not only invest in the qualifications of employees but also add value to the motivation of the team players. This fact helps the effectiveness of the organizational structure.

This study is completed in a big scale company on the service field for the domestic market. The aim is to recognize the impact level of the training, depending on its relation with motivation. Hence, the study is divided into three main phases. In the first step, the gaps of the literature are determined and the literature search is summarized. Secondly, the case study is completed with the scientific approach, SPSS and in the final step, results in the conclusion support the hypothesis. Therefore, training can be thought as a key player for improving the motivation.

© 2019 The Authors. Published by Elsevier B.V.

Peer-review under responsibility of the scientific committee of the 3rd World Conference on Technology, Innovation and Entrepreneurship

Keywords: Human resources management (HRM); training; motivation; performance

* Corresponding author. Tel.: +90-324-651-0020; fax: +90-324-651-0014.
E-mail address: banuozkeser@gmail.com

1. Training, as a function of HRM

In today's conditions, long-term success and competitive advantage of enterprises depend on giving importance to human because many of the resources owned by enterprises can be imitated, except for human resources. Therefore; it is important to ensure that human resources do their activities voluntarily. In other words, the motivation of individuals to work is an important factor in the success of the enterprise. However, the point to be noted here is that human beings do not act only in line with economic motives and that they have a number of needs as a social being. In addition to this, most of today's enterprises acknowledge that well-trained staff is a critical success factor for them. As it is understood from this statement, another factor affecting the success of the enterprises is the well-equipped employees. In order to achieve this, the training activities carried out in enterprises are of great importance. Businesses at the point of departure should take into account training and motivation factors. Furthermore, training can be achieved by increasing individual and organizational productivity, one of the main objectives of human resources management.

Undoubtedly, training activities are a continuous human resources management function to facilitate the adaptation of employees for new conditions or environments, and also to increase decision-making and problem-solving capabilities in these environments. Training is an indicator of the importance given to the employees and constitutes an important wing of the investments made by people. In terms of employees, participation in training programs, of which expenses are covered by companies, can enable them to feel privileged and to increase their knowledge and skills. In this way, they can perform their tasks more motivated without feeling lacking.

There are many factors that affect employees' motivations. These can be summarized as economic, psycho-social and organizational and managerial tools. In this study, it is aimed to reveal the effects of educational activities on employee motivation which are evaluated within the scope of organizational and managerial motivation tools. Training and development activities with motivation will be evaluated as two main variables.

The aim of this study is to investigate the relationship between training activities and motivation from human resources management functions in order to understand the place of training activities in increasing the motivation of the personnel.

Nomenclature

F	frequency
HRM	human resources management
n	number of people
p	significance
SPSS	Statistical Package for Social Sciences
Ss	standard deviation
t	T test
\bar{x}	arithmetic mean

This research is studied in X company on the service field for the domestic market with 200 employees of this foundation, chosen by random method.

Hypotheses are written below:

- The motivations of the personnel vary according to their age
- The motivations of the personnel vary according to their gender
- The motivations of the personnel vary according to their marital status
- The motivations of the personnel vary according to their educational status
- The motivations of the personnel vary according to the working hours in the workplace
- The motivations of the personnel vary according to their titles in the workplace
- There is a significant relationship between the human resources management practices of employees and their perceptions and motivations for training and development activities.

Some assumptions based on this research are as follows:

- It is assumed that employees will participate in the research and answer the questions sincerely.
- It is assumed that the results obtained from the sample group within the scope of the research can be generalized.

2. Literature Survey

Human resource management is a strategic, comprehensive and internally consistent approach to human management, the most valuable asset of the organization. It is defined as the management of activities in order to ensure the satisfaction, motivation and high performance of the labor force within the organization. Human resources management aims to ensure the superiority of the enterprise by combining the individual wishes and organizational goals of the employees for the growth and development of the organization [1]. In the modern sense, human resources management includes the presence of staff and the recruitment and selection of employees, on the other hand, training, development, evaluation and granting of rights [2]. As a staff function, HRM has two main objectives [3]:

- to ensure that human resources are used in the most efficient manner in line with the objective of the organization,
- to ensure that the needs of the employees are met and their professional development.

According to human resources management, people are one of the most important sources that organizations have to use to reach their goals. According to this approach, man is an indispensable part of the production process and the goal of production at the same time. The term, human resources encompasses all employees in an organization, from top-tier managers to unqualified employees at the lowest level. Today, no matter how robust the other material resources of an organization is, if human resources do not have sufficient efficiency, the probability of success will be low. It is not easy to achieve efficiency and work quality targets with low labor motivation. From this perspective, it can be said that human resources management has two main objectives; to increase productivity and improve the quality of work life [4].

Some researchers argue that human resources management has two sub-dimensions as hard and soft. The soft side of the human resources management emphasizes communication, motivation and leadership, while the solid side emphasizes rationality by asserting the necessity of bringing the cost to the forefront while managing human resources as in other economic activities. The importance of human resources is the result of this rationality. The reason why human resources management is so much on the agenda today is the increase in the qualifications of employees and the effects of labor costs, employee productivity and rapid change environment on the employees [5].

2.1. Functions of Human Resources Management

In order for the management to recruit appropriate people, it is necessary to know in detail what these works and the personal and social characteristics required by the job. These determinations are performed through business analysis. Business analysis is the cornerstone of human resources management. Without performing a thorough analysis of all tasks, it is difficult to perform other human resource functions sufficiently. A thorough assessment of the entire office, operational, technical and administrative affairs, business analysis for salary, training, performance evaluation and publicity decisions provides a solid foundation [6].

Business analysis is often seen as a sub-process that explores tasks and behaviors related to a particular job. The assumption underlying business analysis is that the work is static and stable and that a job can be examined independently of the person who does the work [7].

According to literature, job analysis is the collection of the necessary information on a job. The following data are collected by business analysis [8]:

-Functions: The relationship between the person and the data/information, the other persons and the physical elements.

-Work areas: The techniques used to fulfill the tasks of the work and the tools, materials, equipment and other helpers used in this context

· Material, product or services: Output from work or purpose of work

· Employee qualifications: Personal characteristics, skills, training, etc.

· Physical requirements of the work: Physical power, reasoning, observation, speech, etc. the requirements of the job [8].

2.1.1. Human Resources Planning

Human resources planning is the process of finding the desired number of elements at the desired time, in the desired qualifications and for the tasks that will support the business strategy and objectives [9]. Human resource planning is one of the essential functions of human resources management which is vital for organizations. The pre-

determination of the need for adequate and sufficient employees for each sector of the enterprise is a predetermined determination of where, when and how the people who will work in the organization will be provided [10]. The organizational prediction, which aims to use the existing human resources of the organization in the most rational way and to decide on the quality and quantity of the manpower resource from this day on, is called human resources planning. Human resources planning, employees in the organization is a cost element and turns it into a production factor [11]. Human resources planning has a characteristic that determines efficiency and profitability in organizations. It is of great importance for the organization as a tool that enables the organization to use its potential for its present and future human resources efficiently, effectively and rationally. Since the organizations that do not have human resources planning will have good use of their human resources potential, this may lead to unintended consequences such as the selection, promotion, transfer and termination of employment of all personnel in the organization on the basis of arbitrary and emotional principles [12]. Human resources planning should fulfill the following functions of a business organization [13]:

- To ensure the effectiveness of human resources,
- To ensure the harmony between the activities of the employees and the objectives of the organization,
- To ensure the efficiency of the employment of the new employees,
- To ensure the use of the human resources information system in the activities of the employees and the organizational units,
- To help in the coordination of all human resources activities,

2.1.2. Finding and Selecting a Human Resource

The first step in the selection and placement process is employee planning. The basis of the planning process is the determination of the need, the evaluation of the applications and the placement of the appropriate candidates in the required places. Employee needs can be closed in two ways [14].

Employee Provisioning from Internal Resources: It may be through transfer or transfer. Both ways should be based on the volunteerism of the employee. there may also be changes about the promotion of the person's responsibilities, job descriptions, wages and so on.

Employee Provisioning from External Resources: Those who are still working in the organization and those who have the desire and the power to work in the organization. Recruitment from external sources can help bring new ideas, methods and techniques. In addition, the new employee will be able to increase the efficiency of those around him/her as he will spend extra labor to prove himself [15].

Ensuring compliance of the personnel to the job, the qualifications and skills required by the job, the qualifications and talent of the personnel engaged in the job, the satisfaction of the job of the personnel involved in the job and to be more efficient in the work-related activities [16].

Orientation training is the process of recruitment, which is designed to enable new staff to understand after employment and to become a productive staff as soon as possible [17].

Some of the newly recruited personnel may also adapt to their work and business without the need for a training program and although they may be successful, they need to be trained separately in order to create the behavioral change required by the task [18].

The balance between the knowledge and skills of newly recruited personnel and the features required for the job together with orientation training and work-related training. Therefore, if only one of these training programs is used, there will be a lack of training in terms of new recruits. In briefly, it would be helpful to use both of these programs together [19].

2.1.3. Training and Career Management

Training means social, physical and mental development of individuals; whereas development is to make the knowledge and skills of the individuals to be more effective. Training and development are actions to improve their existing and future performances by increasing their ability to perform efficiently [20].

Career, as a word, has different meanings. In literature, it's written as moving forward on a chosen business path, making more money with the progress, taking on more responsibility. In this process of progress, the development of knowledge, experience, mastery and education is achieved [21]. Hence, it can be described that the career as a

reflection of the sensitivity of a person in his/her life. In this point, changing attitudes and behaviors due to experience is closely related to training. The companies increase the knowledge and skills of the employees in order to reach organizational objectives by means of training [22].

2.1.4. Wage Management

Wage management is an important human resource management function that meets the objectives of the company as well as the expectations of the personnel and provides a balance between them. The main purpose of wage management is to ensure that the wage paid to the employer is adequate and fair [23].

There are some objectives to be considered in pricing. These objectives [24]:

- Withdrawal of Qualified Personnel: In determining the fees, it should be ensured that the qualified personnel is able to compete with the market in order to include them in the organization.
- Keeping the existing staff in the institution: The fees must be in conditions that can compete with other institutions. Otherwise, there will be an employee flow to different institutions and the institution will be adversely affected.
- Motivation: Motivating the employees to do what they are doing or the services they are doing, enables them to work with higher performance and enthusiasm.
- Upgrading the Performance of Employees and the Institution: A link can be made with the wages, employee productivity and, ultimately, the corporate performance. It is known that there is a consistent relationship between the increase in productivity and wage increases in such implementing institutions.

2.1.5. Safety and Health

It is mentioned in some sources as a protection function of human resources [25]. Occupational safety includes the protection of the health and safety of the worker against workplace limits and hazards arising from work. The aim is to prevent occupational accidents and to create a safe working environment. Employee health means that they can live in a peaceful environment in a working environment free of hazards arising from working conditions and tools and equipment and minimizing hazards. The purpose of protecting the health of the employees is that they do not harm their health due to the work they do [26].

2.1.6. Industrial Relations

The industrial relations, wage and settlement theories and policies to address the workers' activities, the reality of unionism and especially through collective agreements to evaluate the worker-employer relationship is evaluated. There is a need for a balance between the social and economic expectations of the employees in the organization and the wage policy and social practices of the organization [27].

2.1.7. Performance Appraisal

The aim of performance appraisal is to treat the person as a whole and to eliminate the deficiencies and reward their success. Performance appraisal is important in terms of showing how well the HRM activities are performed. Because, as a result of the appraisal, the low performance of the employee can't be connected to the individual, but also indicates that selection, training or development activities should be reviewed or there is a problem with the business relations [28].

2.2. Training Function in Human Resource Management

The main objective of human resources management is to ensure that the goals of the enterprises are achieved in the most efficient way. Human resources management is responsible for ensuring that human resources are developed

in the best way with the idea that human being is the most important role in achieving the goals of the institution. This is possible through education.

2.2.1. Objectives of Training in Business

Training practices carried out in enterprises provide the necessary knowledge and skills to increase the performance of employees and provide significant benefits to the enterprise [29]. When the training process is completed, the enterprises expect an increase in the performance of the employee and a positive change in their behavior [30]. It is important for the employees to receive similar attitudes and behaviors at the end of the training in order to increase the performance of the employees.

2.2.2. Benefits of Training

Training, which is a vital activity in all organizations, plays an important role in determining the effectiveness and efficiency of the organization. However, in order to play this role, education should be carried out within the framework of a systematic program and above all, it should aim to increase mental quality. In this context, first of all, the minds of the employees; placing the company's mission, philosophy and purpose; The concepts of quality, efficiency and commitment must be adopted. Otherwise, the expected benefits of education can not be obtained [31]. The programs implemented in the enterprises have many benefits both for the enterprises, the individual, as well as the intergroup and group relations.

3. Method

This research is structured according to the survey model. The reason why the research is structured according to the screening model is that it is a research method that aims at in collecting data to determine certain characteristics of a group. In this research, which is used in general screening models, it is aimed to determine the degree of change of two or more variables together. In addition, in the analysis of data to be obtained based on data collection tools, relational descriptions of type of comparison are also included. The sample of the study consists of 200 employees who are employed in X and randomly selected. The survey method was used to measure the relationship between training activities and employee motivation in accordance with the purpose of the study. The questionnaire prepared for the research consists of three parts.

Personal Information Form: In the first part, there are six questions that determine the personal characteristics of the employees. The questions in this section are questions about the age, gender, marital status, educational status of the survey participants, how many years they have been working in the current workplaces, and their titles.

Human Resources Management Training Function Scale: In the second part, there are 30 statements to measure the perceptions of employees about their education and development activities. **Motivation Scale:** In the third chapter, there are 28 expressions to measure employee motivation.

The 5-point Likert scale will be used for the 58 statements in the second and third parts of the questionnaire. The respondents will choose between 1-Strongly Disagree and 5-Strongly Agree”, which shows their participation in each case between 1 and 5 for each statement. The scoring order of the options is 1, 2, 3, 4 and 5.

The data obtained in this study were analyzed by using SPSS (Statistical Package for Social Sciences). Research variables showed normal distribution. Descriptive statistical methods (number, percentage, arithmetic mean, standard deviation) and inferential statistics (t test, F test) were used to evaluate the data. The results were evaluated at 95% confidence interval and $p < 0.05$ in significance level. In the tables, the numbers of the participants were shown as “n”, percentages of “%”, arithmetic mean “ \bar{x} ”, standard deviation “Ss”, frequency” F “, significance “p”, “T test “t”.

4. Results

When the personal information of the participants is examined; 39.5% are between the ages of 18-24, 51.5% are women, 57% are single, 53.5% are university graduates, 35.5% are in the work place between 1-3 years and 26.5% are consultants.

Reliability analyzes of each dimension and sub-dimensions of the scales used in the study (Cronbach's Alpha) were conducted. The reliability coefficient of the HRM Training Function Scale was 0.962, the reliability coefficient of the Motivation Scale was 0.939, and the reliability coefficients of the scales were found to be 0.951. The internal consistency of the scales is acceptable.

According to the findings, the effect of the HRM training function sub-dimensions on the motivation level as a dependent variable is statistically significant ($R^2 = 0.813$; $F = 83,234$; $p = 0,012$). Perceived training opportunities used as independent variables ($\beta = ,324$; $p = 0,000$), perceived supervisor support ($\beta = ,097$; $p = 0,001$), support of perceived co-workers ($\beta = ,345$; $p = 0,014$), earnings ($\beta = ,457$; $p = 0.002$) and career expectancy related to education ($\beta = ,234$; $p = 0.000$) were statistically significant. It was found that these independent variables had an impact of 81% on the motivational level of the dependent variable. Therefore, it can be said that there is a positive and high relationship between the said independent variables and the motivation level.

5. Conclusion

The rapid change and development of technology has led all organizations to an intense competition. To maintain the continuity of business in such a competitive environment and to remove as much as possible to maximize their productivity and business-centric approach to industrial, knowledge-based economy, businesses have changed their policy towards its employees. These changing conditions and the perspective of people have been gathered under one unity, and have created human resources management as a new discipline. Human resource management, qualified and most accurate the staff selected to work in a company, the training for the purposes of the business of the selected staff, ensuring motivation, evaluation, strategic and coherent approach to the development of high-performance workforce imparted to and compete ability. The aim of this study is to investigate the relationship between training activities and motivation from human resources management functions in order to understand the place of training activities in increasing the motivation of personnel. When the findings of the study were examined; 73.5% of the 200 employees who participated in the study were between the ages of 18-34, 51.5% of them were women, 57% of them were single, 70% of them had university and higher education status, 67.5% of them and 26.5% of them were consultants. When Cronbach's Alpha reliability analysis findings were examined; The reliability coefficient of the HRM Training Function Scale was 0.962, the reliability coefficient of the Motivation Scale was 0.939 and the total reliability coefficient of the scales was 0.951. The internal consistency of the scales was acceptable.

When the findings of sub-problems of the research were examined; the motivation of the personnel varies according to their age. As a result of the findings; As a result of the post-hoc Scheffe test after one-way analysis of variance (ANOVA) to determine the effect of age on the motivation of employees. There is a statistically significant difference ($p > 0.05$) according to age variable of $p = 0.001$ of economic instruments and $p = 0.008$ of psycho-social instruments. Our hypothesis is accepted.

In order to understand the place of educational activities in increasing their motivation, motivation with training activities from human resources management functions and the following recommendations are below;

- Continuous development and continuity of educational activities Together with the creation of an effective business structure of the changing environment of enterprises conditions and ensure their survival.
- To plan and implement training programs for all enterprises, there must be "Human Resources" department or "Training" division to perform successfully.

- Managers should pay due attention to training activities. It should not only be oriented towards work, but also address the individual development of the employee. Thus, employee loyalty and contribution will increase.
- More attention should be paid to performance evaluation studies. Improving the dialogue between employees and human resources management, provide better identification of employee expectations and training demands. Managers working in the communication sector, seeing the importance of motivation, economic motivation tools within the framework of workplace opportunities, psychosocial a combination of motivational tools and organizational-managerial motivation tools establish a system of motivation.
- Success in the system should include valuation, justice and trust concepts support and strengthen the system with.

References

- [1] Farnham, D. (2010) *Human Resource Management in Context*, London, CIPD
- [2] Bennett, N. and Lemoine, G. J. (2014) 'What VUCA really means for you', *Harvard Business Review* **92** (1-2): 27.
- [3] Batt, R. and Valcour, P. M. 2003. Human resources practices as predictors of work-family outcomes and employee turnover. *Industrial Relations*, **42**(2): 189–220.
- [4] Teece, D. J., Pisano, G. and Shuen, A. (1997) 'Dynamic capabilities and strategic management', *Strategic Management Journal*, 18 (7): 509–33.
- [5] Gomez-Mejia, L. R., Balkin, D. and Cardy, R. L. 2007. *Managing human resources*, 5th ed., Upper Saddle River, NJ: Pearson Prentice Hall.
- [6] Allen, D., Shore, L. and Griffeth, R. 2003. The role of perceived organizational support and supportive human resource practices in the turnover process. *Journal of Management*, 29(1): 99–118.
- [7] Howell, C. and Givan, R. (2011) 'Rethinking institutions and institutional change in European industrial relations', *British Journal of Industrial Relations*, vol. 49, no. 2, pp. 231–55.
- [8] Tracey, J. B. and Hinkin, T. R. 2008. Contextual factors and cost profiles associated with employee turnover. *Cornell Hospitality Quarterly*, 49(1): 12–27.
- [9] Boudreau, J. W. and Ramstad, P. M. (2009) 'Beyond HR: Extending the paradigm through a talent decision science' in J. Storey, P. M. Wright and D. Ulrich (eds) *The Routledge Companion to Strategic Human Resource Management*, Abingdon and New York, Routledge.
- [10] Cappelli, P. and Keller, J. R. (2013) 'Classifying work in the new economy', *Academy of Management Review*, vol. 38, no. 4, pp. 575–96.
- [11] Storey, J., Ed. (2007) *Human Resource Management: A Critical Text (3rd edn)*, London, Thomson.
- [12] Storey, J., P. Wright and D. Ulrich, Eds. (2009). *Routledge Companion to Strategic Human Resource Management*, London and New York, Routledge.
- [13] Gospel, H. and Sako, M. (2010) 'The unbundling of corporate functions: the evolution of shared services and outsourcing in human resource management', *Industrial and Corporate Change*, vol. 19, no. 5, pp. 1367–96.
- [14] DiMaggio, P. J. and Powell, W. W. (1983) 'The iron cage revisited: Institutional isomorphism and collective rationality in organizational fields', *American Sociological Review*, vol. 48, no. 2, pp. 147–60.
- [15] Greer, I., Schulten, T. and Böhlke, N. (2013) 'How does market making affect industrial relations? Evidence from eight German hospitals', *British Journal of Industrial Relations*, **51** (2), pp. 215–39
- [16] Dunlop, J. T. (1958) *Industrial Relations Systems*, New York, Henry Holt.
- [17] Chevalier, A., Siebert, W. S. and Viitanen, T. 2003. "Wage policy, employee turnover and productivity". Retrieved October 10, 2005, from <http://www.ucd.ie/economic/staff/achevalier/web/turnover4.pdf>
- [18] Powell, W. W. and DiMaggio, P. J. (eds) (1991) *The New Institutionalism in Organizational Analysis*, Chicago, The University of Chicago Press.
- [19] Huselid, M. 1995. The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal*, 38(3): 635–672.
- [20] Poe, A. 2003. Keeping hotel workers: It takes more than money to retain lower-paid employees. *HR Magazine*, 48(2): 91–93.
- [21] Iverson, R. and Deery, M. 1997. Turnover culture in the hospitality industry. *Human Resource Management Journal*, 7(4): 71–82.
- [22] Kalleberg, A. L. and Moody, J. W. 1994. Human resource management and organizational performance. *American Behavioral Scientist*, 37(7): 948–962.
- [23] Lee, S., Heard, A. and Koh, W. 2000. "The impact of human resource management practices on employee turnover". Retrieved October 7, 2005, from <http://www.fba.nus.edu.sg/fba/mscphd/Index0005.htm>
- [24] Storey, J. (1992). *Developments in the Management of Human Resources*, Oxford, Blackwell.
- [25] Greer, I., Schulten, T. and Böhlke, N. (2013) 'How does market making affect industrial relations? Evidence from eight German hospitals', *British Journal of Industrial Relations*, vol. 51, no. 2, pp. 215–39.
- [26] Scott, W. R. (1995) *Institutions and Organizations*, Thousand Oaks, CA., Sage.
- [27] Cho, S., Woods, R. H., Jang, S. and Erdem, M. 2006. Measuring the impact of human resource management practices on hospitality firms' performances. *Hospitality Management*, **25**(2): 262–277.
- [28] Love, G. 2004. Mine employee data to reduce turnover. *Canadian HR Reporter*, **17**(7): 13
- [29] Tracey, J. B. and Hinkin, T. R. 2006. The costs of employee turnover: When the devil is in the details. *Cornell Hospitality Report*, **6**(15): 4–13.
- [30] Sturman, M. and Trevor, C. 2001. The implications of linking the dynamic performance and turnover literatures. *Journal of Applied Psychology*, **86**: 684–696.

[31] Simons, T. and Hinkin, T. 2001. The effect of employee turnover on hotel profits: A test across multiple hotels. *Cornell Hotel and Restaurant Administration Quarterly*, **42(4)**: 65–69.