

# **Examining the Impact of Training Practices and Employee Empowerment on the Organizational Productivity**

*A Study of Banking Sector in Gwalior Region*

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## **ABSTRACT**

*Training is of growing importance to companies seeking to gain an advantage among competitors. Empowered employees have an increased sense of ownership in their organization. The purpose of research is to study the significant impact of Training practices and employee empowerment on the organizational productivity in the context of service organization i.e private banks in Gwalior. Three variables were being examined which includes training practices and employee empowerment (independent variable) and organizational productivity (dependent variable). The study provides a refresh insight of the significant role of training and employee empowerment on the productivity of an organization. The data was collected from sample size of 100 respondents. The result of data from target respondents was analyzed in the form of descriptive analysis, reliability and factor analysis. To find out the impact training and employee empowerment on organizational*

*productivity, multiple regression was used. Result showed that there is significant impact of training practices and employee empowerment on the organizational productivity.*

**Keywords:** *Training Practices, Employee Empowerment, Organizational Productivity.*

## INTRODUCTION

Training is the act of increasing the knowledge and skills of an employee for performing the job assigned to him in an organization. Basically it is the practice of providing, workshops, coaching, mentoring, or other learning opportunities to employees to inspire, challenge, and motivate them to perform the functions of their position to the best of their ability. Training focuses on doing activities today to develop employees for their current jobs and development is preparing employees for future roles and responsibilities. It is an effort to advance the present or prospected workers' performance, by increasing an employee's capability through learning. This process changes the employee's mind-set and also boosts his/her skills and knowledge.

Employee empowerment is a management practice of sharing information, rewards, and power with employees so that they can take initiative and make decisions to solve problems and improve service and performance. Empowerment is based on the idea that giving employees skills, resources, authority and motivation as well as holding them accountable for the consequences of

their actions, this will contribute to their satisfaction.

Productivity is an economic measure of output per unit of input. Inputs include labor and capital, while output is typically measured in revenues. Productivity gains are vital to the economy because they allow us to accomplish more with less. Capital and labor are both scarce resources, so maximizing their impact is always a core concern of modern business.

### **Training**

According to Michael J. Jucious [1] "training is any process by which the attitudes, skills and abilities of employees to perform specific jobs are improved". Flippo [2] defined training as "an act of increasing the knowledge and skills of an employee for doing a particular job". It is a job oriented practice. It is a systematic process that tries to improve employee's knowledge, their skills, enhance competency and add existing level of knowledge, so that employee is better equipped to his or her present job and he or she can mould his behavior or skills so that they can become fit for the higher job involving higher responsibilities. It improves the employee's capability so that they can perform as the required skills and effectively do their job. Training is a learning experience by which employees learn how to do a particular task.

### **Employee Empowerment**

In the words of Newstrom and Davis [3], "Empowerment is any process that provides

greater autonomy through the sharing of relevant information and provision of control over factors affecting job performance.” It is basically making employees able to run the department or any branch of an organization by him or her. J.I. Cotton [4], defined the empowerment as “a participative process that uses the entire capacity of employees and is designed to encourage increased commitment to the organization’s success”. There are so many factors such as information, accountability, participation and innovation that create necessary conditions for implementing empowerment successfully. Empowered employees become self-directed and self-controlled.

### ***Organizational Productivity***

Productivity is “anything that makes an organization function better”. Productivity can be referred to as, simply: Output/input.

Total productivity is the total output divided by the sum of all inputs. As a concept, it is fairly simple. However, the measurement of total productivity is much difficult in practical way. The main problem is that different outputs (products and services) and inputs (e.g. labor, material, energy) cannot be summed up.

Productivity enhancements come from technology advances, such as computers and the internet, supply chain and logistics improvements, and increased skill levels within the workforce.

Kendrick and Creamer [5] introduced productivity indices at the company level in their book “Measuring company productivity”. Their indices are basically two types; total productivity and partial productivity. It can be calculated as below.

Total Productivity = Monetary value of production / Monetary value of all input required for production.

Partial Productivity = Monetary value of production/ Monetary value of any input required for production.

Productivity of an organization is defined as the ratio of outputs produced by the organization and the resources consumed in the process. Here the output refers to the quantity of goods and services produced by any organization and inputs refers to the quantities of resources such as labor, materials, physical facilities and energy consumed for producing the same. Productivity is used to assess the extent to which certain outputs can be extracted from a given input .In an organization we can measure productivity for a single input resource such as manpower used or multiple resources. Measures of productivity describe how well the resources of an organization are being used to achieve output. They are very useful in achieving and maintaining high level of performance in an organization, particularly in improving the efficiency of various operations within the organization as well as for the total organization. Productivity measures are also used for planning, monitoring, and improving performance at national levels.

## REVIEW OF LITERATURE

In order to develop the human resource into an organization, training is one of the main activity for having qualified, flexible, and proactive employees. (Bartel, Raghuram, Mac Duffie and Kochan), [6],[7],[8] .

Training design is the degree to which the training has been designed and delivered in a way that enhance the trainees capability to transfer learning back to the job. Holton [9] argued that part of transfer design is the degree to which training instructions match job requirements.

For organizing a Training program, an organization may incur several costs. One type of training related cost is direct cost. This may be instructor salary, materials, and follow-up supervision. And the other cost related to training is an indirect cost. These costs are related to worker output and productivity during and upon completion of the training. Gary Becker [10], identified two mutually exclusive forms of training for better understanding the relationship of costs and output from the training – general training and specific training.

Financial investment organizations that spent time in organizing training, so it is important to provide results that all training efforts are being fully realized. Cascio[11], Dowling & Welch [12].

### **Training and Productivity**

The Colombo and Stanca [13], Sepulveda [14] and Konings & Vanormelingen [15]

studied that training is a fundamental and effectual instrument in accomplishments of organizational goals and objectives and ultimately enhance the productivity of the organization.

Kaufman & Hotchkiss [16] reported, when the training program is completed so it is expected that the employees competencies has been increased and productivity of the organization has been increased. So organization is benefitted because of an increase of worker output and productivity, there is also an increase of wages, and opportunities of career advancement. He studied a company would weigh the costs and returns to training for determining the amount of investment in training program.

Krueger and Rouse [17], examined the Significant impact of training and organization education programs on various organizations. He studied outcome variables that may be achieved through attending of training programs. He examined productivity, satisfaction, performance, absenteeism. He focused more on the training programs and its relationship with employee commitment and clarified the impact of training on employee commitment and employee turnover.

Rohan Singh and Madhumita Mohanty [18], studied the relationship between training practices and employee productivity. They said the relationship between training practices and employee productivity are varied for different industries. They further suggested that there is definitely exist a relationship between these two but the significant impact of training

practices on employee productivity varied for different organizations.

Dr. Harsh Dwevidi and Ona Ladiwal [19], explored that the training practices used by the Indian organizations for effective utilization of its human resources and for making its employees productive, competent, knowledgeable.

R.W.Hilton [20] Terms employee empowerment as “the insight of reassuring and permitting employees to embark on proposals to advance operations, diminish costs, and develop the product and customer service quality”. Bowen and Lawler [21], has given five approaches to empowerment: this includes helping employees achieve job mastery, allowing more control, providing successful role models, using social reinforcement and persuasion that means allowing employees to observe peers who are performing successfully on the job and giving promise, verbal feedback to raise confidence. Last approach is giving emotional support to employees so that they can reduce their stress and anxiety through better role prescription, task assistance, and personnel care. Behavioral empowerment can be defined as “the period of encouraging and autonomizing employees to improve their decision making skills and transfer the directive power and to benefit from their ability and experiences.” (Cacioppe) [22]

There is significant relationship between the dimensions of empowerment and employee performance. Empowerment with active participation in decision making process of organization and confidence, thus eliminate

the wall between management and employees, ultimately results in better performance, satisfaction towards job and increase of productivity.(Blanchard Kenneth et al).[23].

(Nick et al.) [24], studied that employee empowerment leads to performance, improving the productivity and employee satisfaction.

Chen [25] found that employee’s performance significantly improved if they are empowered with autonomy, active participation in decision making, freedom to utilize their skills in their jobs or organization.

Holden [26] studied the crucial role of employee’s involvement and empowerment in improving performance and strong evidence was found on the significant role of empowerment in improving the performance of employees. So that they put more efforts towards the accomplishment of goals.

Zeithaml et al. [27] has shown that empowerment leads to job satisfaction and it helps in reducing role stress.

According to Rafiq and Ahmad [28], empowered employees understand the customer problems more easily and then quickly resolve those problems without the support of top level management.

Heathfield, [29], reported that Empowerment is partly an individual step to take action in any matter of organization and control work and participation in decision-making process. It is also partly the organization role to create a working place in such a way that helps to

foster the ability and desire of employees to act in empowered ways.

Spreitzer [30] developed a multidimensional measure of psychological empowerment at the work place. He validated four dimensions of empowerment and these are meaning, competence, self-determination and impact.

Md. Abdur Raquib, R. N. Anantharaman and Uchenna Cyril Eze [31] studied the factors affecting the empowerment practices in education, information technology and Tele communication service sectors in Malaysia. He reported that the higher education, information technology, and telecommunication service sectors in Malaysia used empowerment as a strategy to enhance organizational performance.

Hasan Tutar, Mehmet Altinoz and Demet Cakiroglu [32] investigated the effects of perceived employee empowerment on achievement motivation and performance of employees. He studied various public and private banks in Ankara. Result revealed that the perceived employee empowerment had a positive impact on the achievement motivation and contextual performance of employees. By his research employee empowerment became an important predictor variable to achievement motivation and contextual performance of employees.

## RATIONALE OF THE STUDY

In the above literature, strong emphasis is placed on the significant importance of empowerment and performance, and the association between training and productivity.

Thus, both training and empowerment are commonly noted as a critical prerequisite for building competency and improving knowledge of employees.

But, the research gap that we found by the study of aforementioned literature is that, there is no in-depth study was conducted in the banking sector for measuring productivity through training practices and many studies have not been done to contribute significantly the positive relationship between empowerment and productivity.

Hence this study is rationale for measuring the combined impact of both the independent variables on the dependent variable that is training practices and employee empowerment on organizational productivity in the Banking sector of Gwalior region.

## OBJECTIVES

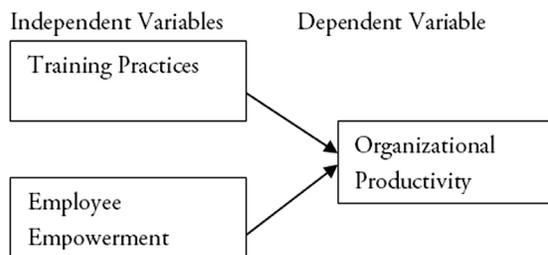
1. To standardized a questionnaire on Training and employee empowerment towards productivity.
2. To identify factors underlying training, empowerment and organizational productivity
3. To study the impact of training practices and employee empowerment on organizational productivity.
4. To open new vistas for further studies.

## HYPOTHESIS

Based on the above discussion we propose the following hypothesis,

**H01:** There is no significant impact of training practices and employee empowerment on organizational productivity.

### Proposed Model



**Figure 1.** Model Shows Relationship Between Variables. "Self Compiled"

## RESEARCH METHODOLOGY

### Study and Sample

The study was quantitative, in nature where survey method was used to collect the data. The population included employees of banking sector in Gwalior region. The data were collected from two private banks in Gwalior and 120 questionnaires were distributed out of which 110 were returned showing 95% response rate. After deleting incomplete responses data for this study were obtained from 100 respondents.

### Collection of Data

Collection of data is done through self administered questionnaire. The responses taken on the Likert type of 1 to 5 where 1 represent strongly disagree and 5 represent the strongly agree. Total responses were

elicited on 30 items, which took 15 minutes to answer.

### Tools Used for Data Analysis

Many methods were used to analyze the Data to convert it in to useful information. The measures were validated through different methods such as internal consistency was established through item to total correlation and Cronbach's alpha was applied to assess reliability. To ensure construct validity exploratory factor analysis was employed. The relationship between the variables was established through Linear Regression.

## RESULTS AND DISCUSSION

### Reliability

The data has been tested for reliability using SPSS software and the alpha values were:

**Table 1:** (Self Compiled)

S. No	Variables	Cronbach's Alpha
1.	Training practices	0.797
2.	Employee empowerment	0.824
3.	Organizational productivity.	0.844

The reliability values from the above table indicate that the reliability coefficient Cronbach's alpha value for three measures used in this study were greater than 0.7 indicating that the reliabilities of these three measures were high and therefore the measures could be used for study.

### **Factor Analysis for Training Practices**

**Table 2:** KMO and Bartlett's Test  
(Self Compiled)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.738
Bartlett's Test of Sphericity	Approx. Chi-Square	367.988
	df	45
	Sig.	.000

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy value for the training practices measure was 0.738 indicating that the sample was adequate to consider the data as normally distributed. The Bartlett's Test of Sphericity was tested through Chi-Square value which was found to be 367.988 significant at 0% level of significance; indicating that the inter-item Correlation matrix was not an identity matrix and Therefore the data collected on this measure were suitable for factor analysis.

The Principle Component Analysis with varimax rotation and Kaiser Normalization converged on three factors named as management support, effective training system and opportunity for promotion. (See Factor analysis table for training practices in Appendix Table I.)

**Table 3:** KMO and Bartlett's Test  
(Self Compiled)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.786
Bartlett's Test of Sphericity	Approx. Chi-Square	440.381
	df	66
	Sig.	.000

### **Factor Analysis for Employee Empowerment**

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy value for the employee empowerment measure was 0.786 indicating that the sample was adequate to consider the data was normally distributed. The Bartlett's Test of Sphericity was tested through Chi-Square value which was found to be 440.381 significant at 0% level of significance; indicating that the inter-item Correlation matrix was not an identity matrix and therefore the data collected on this measure were suitable for factor analysis.

The Principle Component Analysis with varimax rotation and Kaiser Normalization converged on three factors named as autonomy, control and competence for empowerment. (See Factor analysis table for employee empowerment in Appendix Table II.)

### **Factor Analysis for Organizational Productivity**

**Table 4:** KMO and Bartlett's Test  
(Self Compiled)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.810
Bartlett's Test of Sphericity	Approx. Chi-Square	543.068
	df	78
	Sig.	.000

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy value for the Organizational productivity measure was 0.810 indicating

that the sample was adequate to consider the data as normally distributed. The Bartlett's Test of Sphericity was tested through Chi-Square value which was found to be 543.068 significant at 0% level of significance; indicating that the inter-item Correlation matrix was not an identity matrix and therefore the data collected on this measure were suitable for factor analysis.

The Principle Component Analysis with varimax rotation and Kaiser Normalization converged on three factors named as effective human resource plans, sound relations with management, conducive work environment provided by organization. (See Factor analysis table for organizational productivity in Appendix Table III.)

### Regression

The Model summary table (See Appendix Table IV) indicates that, the value for training practices and employee empowerment explained 84.4% variance in the organizational productivity as indicated by adjusted  $r^2$  value of 0.844.

**Table 5:** Coefficients  
(Self Compiled)

Model	B	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		Std. Error	Beta			
1	(Constant)	3.256	1.489		2.187	.031
	training	.536	.148	.425	3.615	.000
	empowerment	.556	.130	.505	4.294	.000

a. Dependent Variable: organizational productivity

$$Y = a + bx + cx$$

$$Y = 3.256 + .536X_1 + .556X_2 + \text{Error}$$

Where,  $X_1$  = Training practices (independent variable)

$X_2$  = employee empowerment (independent variable)

Y = organizational productivity (dependent variable)

The Result of regression in the coefficient table indicates that values for training practices and employee empowerment have significant relationship with organizational productivity having beta values of .425 and .505 which were significant at .000 and .000 level of significance as indicated by t-value of 3.615 and 4.294 respectively. So we can conclude that there is significant impact of training practices and employee empowerment on organizational productivity. Hence null hypothesis of our study has been rejected.

### IMPLICATIONS AND SUGGESTIONS

1. For the training needs it is necessary for the management to focus on developing human resource for the modern workplace which is demanding more holistic attributes.
2. There is a need to mould the behavior of our management skills and leadership, identify when it is lacking and provide the required training for that.
3. While competencies are useful in developing a multi-talented workforce, so there is a need to go further by developing

competent workforce who can tackle constantly changing needs of the modern workplace.

4. Working in a team's is a crucial concept in organizations and employees can benefit from special training to know how to work effectively in a workplace in team based structures.
5. Integration of learning with other human resource management systems may facilitate a culture of learning.
6. The role of the trainer must be changed dramatically because of the acquisition of new skills to develop trainees who can learn and thereby assist in the creation of capable organizations. The new role will be more inclined towards learning facilitator and mentor rather than trainer.

## CONCLUSION

Banking industry is a booming industry in present scenario. In this industry, the prominent factor for enhancing the productivity is a proper organization of training and development programs. The study tested the impact of Training practices and employee empowerment on the productivity of employees who works in private banks of Gwalior region. The data was tested for reliability and factor analysis. Training practices emerged in three, employee empowerment in three and organizational productivity in three factors. The effect of Training practices and employee empowerment was found to be significant

on organizational productivity. Through this research we can conclude, if the organizations give attention for identifying the training needs of their employees, and empower them to take decisions on their own so that it will ultimately enhance the productivity of an organization.

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## APPENDIX

**Table I:** Factor Analysis Table for Training Practices. (*Self Compiled*)

<i>Factor name</i>	<i>Eigen values</i>			<i>Variable converged</i>	<i>Loading</i>
	<i>Total</i>	<i>% of variance</i>	<i>Cumulative %</i>		
Management support	2.298	22.979	22.979	7. There is appropriate faculty for conducting training. 1. Top management play effective role 8. Providing opportunities 2. After doing training your performance is improved.	.743 .726 .741 .635
Effective training system	2.058	20.581	43.560	5.Training programs help to achieve goals 6.Provide training on basis of genuine training needs. 10.Employees returning from training are given time to reflect plan.	.781 .721 .681
Opportunity for promotion.	1.835	18.350	61.910	4.Training gives better opportunity for promotion. 3.Helps to increase employee's productivity. 9.Employees implement what they learn from training.	.808 .744 .560

**Table II:** Factor Analysis Table for Empowerment. (*Self Compiled*)

<i>Factor name</i>	<i>Eigen values</i>			<i>Variable converged</i>	<i>Loading</i>
	<i>Total</i>	<i>% of variance</i>	<i>Cumulative %</i>		
Autonomy	2.587	21.560	21.560	7. I have a significant autonomy in determining how I do my job. 2. My job activities are personally meaningful to me. 8. I can decide on my own how to go about doing my own work. 3. The work I do is meaningful to me. 12. I have a significant influence over what happens in my department.	.795 .717 .674 .610 .403
Control	2.300	19.163	40.723	6. I have mastered skills necessary for my job. 5. I am self assured about my capabilities to perform my activities. 1. The work that I do is important to me. 11. I have a great deal of control over what happens in my department.	.804 .767 .549 .436
Competence	2.002	16.686	57.409	9. I have considerable opportunity for independence and freedom in how I do my job. 4. I am confident about my ability to do my job. 10. My impact on what happens in my department is large.	.731 .672 .606

**Table III:** Factor Analysis for employee productivity. (*Self Compiled*)

<i>Factor name</i>	<i>Eigen values</i>			<i>Variable converged</i>	<i>Loading</i>
	<i>Total</i>	<i>% of variance</i>	<i>Cumulative %</i>		
effective Human resource plans.	3.282	25.244	25.244	8. Evidence support that happy employees are productive. 7. Training leads to high productivity. 2. Organization pay incentives in relation to input is satisfactory. 3. Main cause of low productivity is poor managerial style. 11. Increase in capital investment leads to increase in productivity. 12. Motivation is vital in organization.	.795 .754 .704 .662 .632 .533

Factor name	Eigen values			Variable converged	Loading
	Total	% of variance	Cumulative %		
Sound relations with management	2.222	17.091	42.335	4. Cordial relationship is vital for efficiency. 9. Climatic conditions affects productivity. 10. Organization meets productivity target. 5. Employees productivity is vital for growth and development.	.746 .742 .642 .585
Conducive work environment.	2.074	15.953	58.288	6. Organization motivates employees to be efficient 13. Productivity improvements programmes are necessary in organization. 1. Organization environment is conducive to high productivity.	.776 .646 .528

**Table IV:** Multiple Regression values for Training Practices and Employee Empowerment as Independent Variables and Organizational Productivity as Dependent Variable

Model Summary										
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate R Square Change	Change Statistics				
dimension	1					F Change	df1	df2	Sig. F Change	
dimension	1	.920 <sup>a</sup>	.846	.844	4.17888	.846	335.949	2	122	.000
a. Predictors: (Constant), employee empowerment, training practices										
b. Dependent Variable: organizational productivity										

**Table V:** Coefficients

Model	B	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		Std. Error	Beta			
1	(Constant)	3.256	1.489		2.187	.031
	training	.536	.148	.425	3.615	.000
	empowerment	.556	.130	.505	4.294	.000
a. Dependent Variable: organizational productivity						