

The Impact of Skills-Development Training on Lower-Level Employee's Motivation and Job Satisfaction: A Case-Study of Five South African Companies

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Abstract : Empirical findings of the impact of training on employee motivation and job satisfaction are reported. One of the major debilitating effects of the legacy of apartheid is a high level of illiteracy in the South African population. Encouraging the corporate sector through levies to promote skills development seems to have been received with mixed feelings. In this regard, the impact of training on the motivation level and job satisfaction of randomly sampled employees of five companies in two South African provinces is reported on. A longitudinal study, with a pre- and post-quasi experimental research design, was adopted to achieve the goal of the study - using a Job Description Index (JDI) measuring instrument to collect data from the respondents. There was a significant correlation between job satisfaction and effectiveness of training transfer - i.e. those employees who received more training were more motivated than those who received less training or no training at all. It is concluded that managers need to appreciate and ensure that the effectiveness of skills transfer is a critical determinant, that must illuminate the underlying challenges of achieving bottom-line targets.

Keywords : employee motivation, skills transfer, moderating effect, job satisfaction, lower-level employees

Conference Title : ICBEMM 2014 : International Conference on Business, Economics, Management and Marketing

Conference Location : Paris, France

Conference Dates : June 26-27, 2014