Regression Approach on Employee Work Satisfaction and Training Measures in Organizations: An Empirical Study in Logistic Companies

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Abstract: **Most companies nowadays are focusing more on skill enhancement in order to increase their productivity and there are several measures adopted by them in this process. Since logistic companies are vastly dependent on timely execution of their operations for greater productivity, their manpower involved in the processes need to be strengthened by providing effective training capsules and keeping them updated about the latest developments in the industry.**

The study explores the cause root and how companies overcome the challenges, as employee workload management and satisfaction levels become the reflector variables. This has been examined in the regression approach as to how training modules help in overall workload management and end results with greater satisfaction among the employees in logistic companies.

This study will help the T&D department to establish a relationship between the training needs and growth management through workload management and satisfaction among the employees.

Key words: **Workload Management, Training and Employee satisfaction and Logistics.**

I. INTRODUCTION

Regression has always established a strong prediction of the outcome variables dependent on inputs. Since workload management in logistic companies has been studied with the outcome objective of Satisfaction measurement and Training impact as an independent variable.Hence the adaptation procedure in the logistics segment with the key exercises like training to enhance the skills and achieving productivity at organization level is the key. Hence the mix has been studied carefully to receive the outcome.

The most generally perceived meanings of coordination given by Kahn and Mentzer (1998) is "Mix is a procedure of uniting the key exercises of all bureaus of the association". As indicated by Bagchi et al. (2005) production network reconciliation is "finished joint effort between individuals from inventory network arranged at all dimensions of hierarchical basic leadership". Cagliano et al. (2006) suggested that store network combination is entirely worried about the coordination components and specifically infers that business procedures ought to be rearranged and interrelated both inside and outside the organization limits.

There are primarily two sorts or dimensions of incorporations – inward coordination and outer. Inward incorporation implies the mix inside the association for example between different offices, though outside coordination worried about joint effort between associations (Chen et al., 2007). A few analysts have moved toward the idea from different points of view. As per Bowersox et al. (1999) with regards to production network, reconciliation can be grouped into six distinct incorporations for example inward, provider, client, innovation and arranging, relationship, and estimation.

It is fundamental to answer the production network issues, as organizations needed to additionally improve their operational execution. Without settling the production network issues the organizations execution can't be improved. Along these lines, outside arrangements started to rise for example redistributing, merchant oversaw stock, and so on. Pushing forward, firms comprehend that they could profit more from extensive coordinated effort with the two providers and clients at various stages in the production network. From the point of view of supply side, if organizations need to lessen their expense and more prominent effectiveness, closer coordinated efforts with providers are required. On interest side, the lead time and inventories can be decreased with the assistance of fast reaction Logistic and joint arranging, determining, and renewal (CPFR). The subject of a lot of this development has been on the thought of combination of exercises and procedures between individuals from the inventory network where a major facilitator is the correspondence of data (Smart, 2008). Positively, coordination is fundamental for fruitful administration of supply chains.

II. LITERATURE REVIEW

Jayaram and Tan (2010) reasoned that the collaboration among ventures and the combination of LSPs in the inventory network are lumbering without an exclusive expectation of IT support. The joining of LSPs into the store network is basic; however, the mix of IT frameworks and arrangements between cooperating accomplices is of extraordinary essentialness. The selection of cutting-edge data frameworks in supply chains implies sharing and breaking down a lot of information among numerous performers (Urciuoli and Hintsa 2017).

Bagchi and Skjoett-Larsen (2003) inspected the joining into supply chains in two measurements: from the part of IT

coordination and hierarchical incorporation.

The item quality and gainfulness of logistics firms have been improved by better data systems (Stank, Crum, and Arango1999). Such a view advocates that unique capabilities are crucial to achieving a sustained competitive advantage (Tripathyet al.2016). Capabilities in logistics services are drivers for unrivalled execution. These incorporate electronic information exchange (EDI) linkage, cargo consolidation, warehousing, consulting and freight bill payment. It corresponds to physical equipment and data framework that has an LSP to encourage correspondence and execution of coordination operation so fits customers. It is related to attributes such as EDI, tracking/following, technology capabilities, data openness, accessibility of PC arrange, information level, specialized/engineering ability, materials taking care of gear and data security (Bottani and Rizzi 2006; Göl and Çatay 2007; Briggs, Landry, and Daugherty 2010; Hsu, Liou, and Chuang 2013).

As per Vaidyanathan (2005), while choosing LSPs, the accompanying variables must be thought about regarding IT: the speed, unwavering quality, and coherence of information transmission, automated procedures in information transmission, appropriate framework security, encryption and encoding, information stockpiling and recognizability, just as legitimate invoicing and stock control programming. The utilization of data systems likewise helps in observing and assessing the LSP service advance towards structuring a long-lasting relationship (Qureshi, Kumar, and Kumar 2008).

Maiga, Nilsson, and Ax (2015) results show that (an) inner data frameworks mix has a critical positive relationship with outside IS joining, (b) both interiors IS reconciliation and outer IS combination are altogether decidedly connected with expense and quality execution, (c) quality execution is essentially emphatically connected with cost execution and (d) both quality and cost execution have noteworthy positive relationship with firm benefits. Chow et al. (2008) place that SCM and data frameworks rehearse are both basically and logically limited, that is, fluctuating recognitions concerning actualizing and overseeing SCM and data frameworks practices can exist crosswise over various nations.

Yu (2015) results show positive direct connections between IT usage and three dimensions of store network reconciliation, to be specific inner, client and provider joining. The outcomes likewise propose that IT-empowered interior mix is fundamentally and decidedly identified with both operational and money related execution. Another exploration demonstrates that execution is the most essential standard gathering, trailed by cost, service, quality affirmation, impalpable and IT (Hwang, Chen, and Lin 2016).

As coordination business is prepping, there is a requirement for cooperation between the gatherings for a superior business connection. As was referenced by Dr. Michael Hammer "joint effort enables organizations to use each other on an operational premise with the goal that together they can perform superior to independently". The relationship is where a provider is moving in the direction of making an incentive to their clients (Peter and Davis, 2008). This condition will possibly emerge when the two gatherings have constant participation in making the holding between one another to fulfil each other's needs. Connections will profit the two gatherings which urge them to share data and assets to serve the gatherings' included (Chen et al., 2008). A relationship was fabricated dependent on the dedication, time and endeavours. Additionally, the two accomplices must have similar esteem and understandings (Zineldin, 2004). An examination by Batt and Rexha (2000) uncovered that a positive connection among provider and purchaser will improve quality services. This is upheld via Carmamero (2007) who referenced that connections among client and vendor are more noteworthy establishment for service quality, as cosy associations with key providers will improve the nature of services conveyed at decreased expenses (Vijay and Keah, 2006). Connections are critical for all organizations, especially for the business which includes abnormal state of responsibility and respectability, as high connections are the determinant factor for effectiveness of the organization (Cheng et al., 2008). Solid connections among client and provider will decrease vulnerabilities in the service gap; this will build client certainty towards the provider capacities and will profit providers over the long haul. This will build consistency standard and naturally will dispose of them from moving to contenders.

III. OBJECTIVE FORMULATION

The key objective is to understand the relationship between training and workload management to understand the Employee satisfaction in logistic companies.

The objective has been divided into sub objectives:

1) *To find out the relationship between Training modules and Workload management.*
2) *To examine the relationship of workload management and employee satisfaction***.**

IV. HYPOTHESIS FORMULATION

H00: There is no correlation between training modules and workload management

H11: There is a strong relationship between training modules and Workload management

H02: There is no impact of workload management on employee satisfaction**.**

H22: There is a positive impact of Workload management on employee satisfaction.

V. RESEARCH METHODOLOGY

The research methodology adopted for this study was quantitative in nature. The research methodology used survey technique and random sampling technique was applied to get unbiased results.

Sampling technique: Random Sampling technique

Sample size: 1250

Sampling unit: Employees and Program Managers

Universe: Logistic companies

VI. RESULTS AND DISCUSSION

H00: There is no correlation between training modules and workload management

H11: There is a strong relationship between training modules and Workload management

Correlations

			Employees are satisfied with workload	Feedback is providing information regarding flexibility of work hours	Company employees are feeling to recognized for job satisfaction	Company is using five contractual areas identified by Job satisfaction
Kendall's tau_b	Employees are satisfied with workload	Correlation Coefficient	1.000	-.045	1.000**	-.045
		Sig. (2-tailed)	.	.052	.	.052
		N	1250	1250	1250	1250
	Feedback is providing information regarding flexibility of work hours	Correlation Coefficient	-.045	1.000	-.045	1.000**
		Sig. (2-tailed)	.052	.	.052	.
		N	1250	1250	1250	1250
	Company employees are feeling to recognized for job satisfaction	Correlation Coefficient	1.000**	-.045	1.000	-.045
		Sig. (2-tailed)	.	.052	.	.052
		N	1250	1250	1250	1250
	Company is using five contractual areas identified by Job satisfaction	Correlation Coefficient	-.045	1.000**	-.045	1.000
		Sig. (2-tailed)	.052	.	.052	.
		N	1250	1250	1250	1250
Spearman's rho	Employees are satisfied with workload	Correlation Coefficient	1.000	-.057*	1.000**	-.057*
		Sig. (2-tailed)	.	.043	.	.043
		N	1250	1250	1250	1250
	Feedback is providing information regarding flexibility of work hours	Correlation Coefficient	-.057*	1.000	-.057*	1.000**
		Sig. (2-tailed)	.043	.	.043	.
		N	1250	1250	1250	1250
	Company employees are feeling to recognized for job satisfaction	Correlation Coefficient	1.000**	-.057*	1.000	-.057*
		Sig. (2-tailed)	.	.043	.	.043
		N	1250	1250	1250	1250
	Company is using five contractual areas identified by Job satisfaction	Correlation Coefficient	-.057*	1.000**	-.057*	1.000
		Sig. (2-tailed)	.043	.	.043	.
		N	1250	1250	1250	1250

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Discussion:

There is a high correlation observed in the variables selected at 1. Hence the value which is sig. .052 and .043 represents positive correlation.

H02: There is no impact of workload management on employee satisfaction**.**

H22: There is a positive impact of Workload management on employee satisfaction.

Regression

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Company is using the distance and internet-based training, Company is using training to improve employee performance[b]	.	Enter

a. Dependent Variable: Employees are satisfied with workload

b. Tolerance = .000 limit reached.

Discussion : The method selected under regression is Enter method.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.246[a]	.061	.059	1.273	.061	40.301	2

Model Summary[b]

Model	Change Statistics	
	df2	Sig. F Change
1	1247	.000

a. Predictors: (Constant), Company is using the distance and internet-based training, Company is using training to improve employee performance

b. Dependent Variable: Employees are satisfied with workload

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	130.682	2	65.341	40.301	.000[b]
	Residual	2021.798	1247	1.621		
	Total	2152.480	1249			

a. Dependent Variable: Employees are satisfied with workload

b. Predictors: (Constant), Company is using the distance and internet-based training, Company is using training to improve employee performance

Discussion: The F value suggest that the null hypothesis is rejected and alternate hypothesis stands true that is there is a strong impact of Workload management on satisfaction level.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.714	.142		26.199	.000
	Company is using training to improve employee performance	-.260	.029	-.249	-8.977	.000
	Company is using the distance and internet-based training	.041	.028	.040	1.454	.146

Coefficients[a]

Model		95.0% Confidence Interval for B		Correlations		
		Lower Bound	Upper Bound	Zero-order	Partial	Part
1	(Constant)	3.436	3.992			
	Company is using training to improve employee performance	-.317	-.203	-.243	-.246	-.246
	Company is using the distance and internet-based training	-.014	.096	.004	.041	.040

a. Dependent Variable: Employees are satisfied with workload

Excluded Variables[a]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	Company is using the training need analysis for identification of specific job performance skills needed	.b	.	.	.	.000

a. Dependent Variable: Employees are satisfied with workload

b. Predictors in the Model: (Constant), Company is using the distance and internet-based training, Company is using training to improve employee performance

Coefficient Correlations[a]

Model			Company is using the distance and internet-based training	Company is using training to improve employee performance
1	Correlations	Company is using the distance and internet-based training	1.000	-.148
		Company is using training to improve employee performance	-.148	1.000
	Covariances	Company is using the distance and internet-based training	.001	.000
		Company is using training to improve employee performance	.000	.001

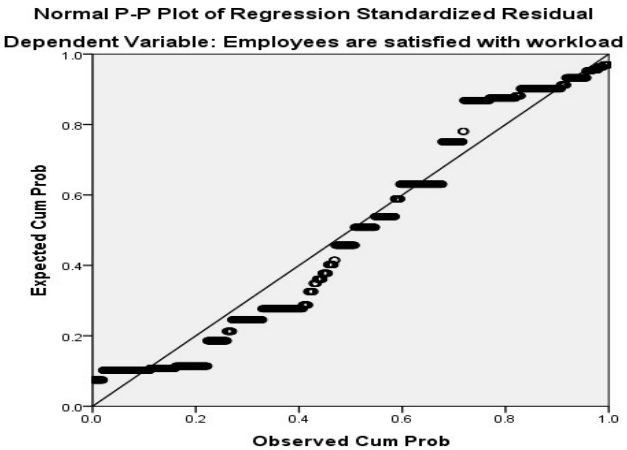
a. Dependent Variable: Employees are satisfied with workload

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.45	3.62	2.90	.323	1250
Residual	-1.836	2.383	.000	1.272	1250
Std. Predicted Value	-1.367	2.228	.000	1.000	1250
Std. Residual	-1.442	1.872	.000	.999	1250

a. Dependent Variable: Employees are satisfied with workload

Charts



VII. CONCLUSION

The results show that proper training modules designed to meet individual job responsibility has proved to be very vital for strengthening the skillset of Logistic segment employees.

The results also indicate that there is high correlation between training online and distance based which saves time as well as does not restrict participants to join with their convenient schedule.

Hence this study provides an insight to T&D team to implement job focused training to meet the requirement and help in achieving the organizational goal.

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