

## IMPACT ANALYSIS ON EMPLOYEES OUTBOUND TRAINING

Ipseeta Satpathy<sup>1</sup>, B. C. M. Patnaik<sup>2</sup> and Anamika<sup>3</sup>

---

Economic slowdown, rapid change in technology, higher attrition, mobilization of employees due to better job opportunities, younger workforce and many other such challenges have emerged for the organizations over the past decade. These change agents have redefined business operations across the globe and have put the best practices, to test across the world. These factors have led companies to rethink and set new practices to sustain in the dynamic environment. A critical component to handle such a tumultuous business environment is “education, training and learning”. Organizations are using “education, training and learning” as tools for building competency, increasing efficiency, improving commitment and retention to manage the effervescent “millennial generation”.

Employee’s enrollment in training programs has increased over the years in order to develop the skills to sustain in this knowledge economy. Employers are also aggressive on this front and allocate resources (financial and logistical) to encourage employee training programs. Employers do so to remain competitive as well as to retain a skilled workforce. This paper makes an attempt to assess the impact analysis of outbound training. In this regard, 129 responses were included and only those respondents were considered who were part of outbound training during their stay in the organisation. Data was analysed through Cluster sampling method, while a five point Likert scale and rank method were used for final analysis.

**Key words:** Organisation, Outbound Training, Productivity and Stress

### AN OVERVIEW

The success of an organisation depends on the healthy workforce across various levels in the organization. Here healthy employee refers to those employees who are less stressed, energetic, self satisfied, having sense of belongingness, are productive, having high moral, are capable and self motivated, having feeling of OCB (Organisational Citizenship Behaviour) etc. The involvement of employees across levels is imperative for the organization to succeed. It is important that the organizations have happy and stress free employees. Many a time companies organize different kinds of training and activities to relieve their employees of the stress. Outbound training is one of those initiatives which help employees to improve interpersonal skills, team handling skills, leadership skills, communication skills, conflict handling skills, problem solving, decision making, time management etc. which in turn assists employees to balance their work life and reduce stress.

---

<sup>1</sup> Professor, School of Management, KIIT University, Bhubaneswar, Odisha, *E-mail: ipseeta@ksom.ac.in*

<sup>2</sup> Associate Professor, School of Management, KIIT University, Bhubaneswar, Odisha, *E-mail: bcmpatnaik@gmail.com*

<sup>3</sup> Research Scholar, School of Management, KIIT University, Bhubaneswar, Odisha, *E-mail: Reach.anamika@gmail.com*

Outbound training is thus, important to improve productivity and stress free team of happy employees.

Outbound Training (OT) is practiced by organizations to enhance organizational performance through experiential learning. Experiential learning is simply a learning achieved by doing and gaining knowledge or understanding through use of experience. It is a process by which learners live and conscientiously evaluate themselves in terms of their own feelings, actions and reactions to a given situation. Learning, change and development happen better through a process that begins with experience, followed by collection of data and observations as a consequence of this experience. The data collected is analyzed and conclusions are used as feedback to help change their behavior.

Outbound training is an important tool to enhance group behaviour. It is based on the fact that exposure provided during the training program can be utilised in the actual practice. These exposures are expected to be accomplished with realisation, leading to introspection and thus consequently to another innovative learning phase. The effectiveness of OT depends on the need, client requirement, goals of organisation along with personal goals of the participants, physical and psychological safety, planned and organised activity followed by elaborate discussion etc.

#### **LITERATURES RELATED TO STRESS**

Cox (1993) in his research, studied the issue of stress management and its subsequent effect on the organizations and employees. Various theories have been discussed in the paper and ultimately it is mentioned that stress management programme should be implemented by each and every organization and the entire stress management programme can be divided into three broad areas, viz. primary stress management programme where emphasis is given on *job related aspects*, secondary stress management programmes where emphasis is on *relationship building related aspect* and tertiary stress management programme where emphasis is on *employee training related aspects*. A combination of three aspects needs to be implemented so as to get the desired result.<sup>1</sup>

Bunce D. and West M. (1996) reflected on two *distinct interventions programs to stress management programs and their outcomes*. The interventions addressed the occupational strain and job satisfaction among the workers.<sup>2</sup>

Sethi V., King R., Quick J. (2004) in their work identified 33 stressors that have an adverse effect on productivity and turnover leading to replacement and other associated cost. In this paper, they proposed various techniques like formal and intensive training, *psychological intervention* and counseling to help employees reduce their stress levels.<sup>3</sup>

Hsieh *et al.* (2004) here the authors have discussed the issue of work stress and job performance in hi – tech industry. The study observed that the mean job

performance actually depends on various demographic factors and the same has differential impact depending on the age, sex, level of education and job experience also which is a non – demographic factors. But apart from these, job stress has a negative correlation related to work performance which indicates that as the level of stress increases the job performance decreases simultaneously. However, the authors also mentioned that some amount of stress is required as it helps the employees to perform better in a competitive environment thus guaranteeing promotions.<sup>4</sup>

Richardson (2008) in this research paper, a classification of stress interventions has been done, as primary, secondary and tertiary. He suggested all the employees to adopt relaxation training intervention for stress management which is the easiest and least expensive approach to implement.<sup>5</sup>

Singh A. P. and Singh S.(2009) their study emphasized on the phenomenon of Job Satisfaction in the organizations. According to him, Job Satisfaction is directly related to Stress and Work culture that an Organization provides. He identified three sectors in which stress originate and classified stress into two main type's i.e. Eustress and Distress. Further, he pointed the importance of positive stress and positive events for better performance and satisfaction of employees.<sup>6</sup>

#### **LITERATURES RELATED TO OUTBOUND TRAINING**

Scott D. Williams T. Scott Graham Bud Baker (2003), stressed and supported the uniqueness of Outdoor Training. One of the important questions raised in this study was if the outdoor setting was actually affecting the learning experience of trainees. This study primarily focused on devising a model for measuring the ROI and proposed further research in this area.<sup>7</sup>

Burke, Veronica; Collins, David (2004), emphasized that though OMD programs are used extensively but there is a lack of empirical evidence to establish the effectiveness of OMD and the actual transfer happening to the workplace after learning through these programs. This study proposed a new framework to evaluate the actual transfer of learning.<sup>8</sup>

Joseph Paul Pulichino (2007) conducted a detailed study of Kirkpatrick's four levels of training evaluation based on the previous training literature. This study was conducted to enable training practitioners to understand the usage and benefits of all levels and Level 3 and 4 in particular. Besides, other interesting findings, one important insight was that Level 3 and 4 continues to be used less frequently.<sup>9</sup>

Efthymios Valkanos Iosif Fragoulis, (2007), in their work emphasised that outdoor training utilises structured experiences outdoors to promote team spirit, team cooperation and improve decision-making processes. This helps employees to deal with problems arising at work. Apart from this, use of learners' experiences during the training also offers rich opportunities for development.<sup>10</sup>

K. Skylar Powell and Serkan Yalcin (2009), in their research pointed out, that there has been very little progress in the efficiency of training program from 1952 through 2002. This study also suggested that though people learn, but the challenge is to develop managers, who apply their learnings, in the work place.<sup>11</sup>

Darrin Kass and Christian Grandzol (2012), studied the value-added benefit of including an outdoor leadership development program called Leadership on the Edge (LOTE) in an experiential learning course in Organizational Behavior. After conducting this study, they felt that training effectiveness can be evaluated if the degree to which learners are able to transfer the skills to their professional and personal lives could be measured. These findings suggest that if reaction feedback from the training program is to be utilized, then acceptable levels of trainee evaluation have to be in place.<sup>12</sup>

Diamantidis, Anastasios D; Chatzoglou, Prodromos D (2014), examined the medium-to long-term effects of training programs on Greek organizations where training was used for development. The study results indicate that the design of a training program is the most crucial factor and has a major impact on post-training job performance, followed by trainees' self-efficacy and post-training behavior.<sup>13</sup>

Sam Joseph Cooley Jennifer Cumming Mark J. G Holland Victoria E Burns, (2015), discussed training methods and mentioned that one technique that is used to train and develop group work skills is outdoor trainings. They found out that during this training, if groups were not managed effectively, negative outcomes such as social loafing, time wasting, dissatisfaction and negative attitudes towards group work were expected. They also pointed out that despite such risks involved, there was limited empirical evidence to best support this process.<sup>14</sup>

### **PROBLEM STATEMENT**

Although it is being claimed that out bound training helps in productivity, reduces stress level and helps in overall organisational goal. The ground reality may be different. In view of this the following research questions can be raised:

- ✓ Has there been enough empirical evidence to prove its contribution to organizational objectives?
- ✓ Do the outbound training providers adequately address their client's need to design a program to meet organizational as well as trainee needs?

### **OBJECTIVES OF THE STUDY**

- ✓ To know the perception of various employees working in the private sectors towards effectiveness of outbound training.
- ✓ To assess the role of outbound training in reducing employee stress
- ✓ To understand the various factors that affects these practices.

**SCOPE OF THE STUDY**

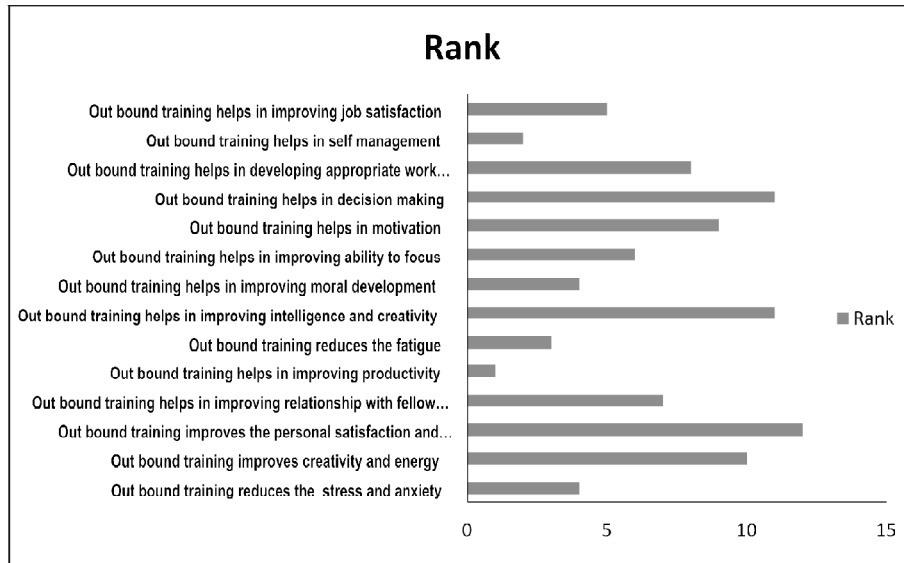
- ✓ The period of study is limited to 5 months i.e August 2016 to December 2016.
- ✓ The study is restricted to Capital region of Odisha only.
- ✓ Only selected private sector organizations included and it includes middle level and lower level employees.
- ✓ The sample size is limited to 129,( only the trainees of Outbound Training), it may not represent the general view

**RESEARCH METHODOLOGY**

The present study is based on primary data and to some extent secondary data. For the purpose of the study 14 variables were identified after a pilot study and focus group discussion. Random sampling (cluster sampling) was used. Overall 316 questionnaires were distributed in private sector, out of which 157 responses were received. However, keeping the objective of the study in perspective, only 129 responses were included which were in in proper form. The respondents include 72 male and 57 female employees. The composition of 72 male includes 29 middle level and 43 lower level employees. Similarly, the female group includes 24 middle level and 33 lower level employees. For collecting data structured questionnaires were used with close ended options. Likert Scale (five point) from strongly agree to strongly disagree was used. The sampling units are various private sector organizations operating around capital region of Odisha. Data was collected from 23 private companies that operate in Odisha. However for the purpose of confidentiality the names of the organization are not mentioned. The data gathered was analyzed by using mean score and rank method.

**FINDINGS OF THE STUDY**

Analysis yielded that employees believed, Outbound training did have a positive impact on the behaviour of employee in general. As respondents were from varied demographic background and with different expectations, their perception regarding the impact of training was also different. In the table, it shows that even though respondents substantially agree to the various attributes, however they rank the variables differently. It was found that , the variable, outbound training helps in improving productivity attained first rank, while outbound training helps in self management was ranked second and , out bound training helps in improving moral development and out bound training reduces the stress and anxiety combined ranked four, while out bound training helps in improving job satisfaction is fifth rank,. Sixth in rank was out bound training helps in improving ability to focus, followed by out bound training helps in improving relationship with fellow employees at seventh. Most of the employees believed that outbound training did not help much in improving personal satisfaction and happiness, thus its last position was quite justified.



PERCEPTION OF THE RESPONDENTS

S. No	Attributes	RANK					
		MLM	MLF	LLM	LLF	Avg. Rank	Final Rank
1	Out bound training reduces the stress and anxiety	6	6	4	3	4.75	4
2	Out bound training improves creativity and energy	9	10	2	7	7	10
3	Out bound training improves the personal satisfaction and happiness	7	11	11	7	9	12
4	Out bound training helps in improving relationship with fellow employees	3	2	13	6	6	7
5	Out bound training helps in improving productivity	1	4	1	4	2.5	1
6	Out bound training reduces the fatigue	4	1	9	4	4.5	3
7	Out bound training helps in improving intelligence and creativity	8	9	6	9	8	11
8	Out bound training helps in improving moral development	4	5	2	8	4.75	4
9	Out bound training helps in improving ability to focus	5	3	8	7	5.75	6
10	Out bound training helps in motivation	2	7	10	8	6.75	9
11	Out bound training helps in decision making	7	10	12	3	8	11
12	Out bound training helps in developing appropriate work culture	5	10	5	5	6.25	8
13	Out bound training helps in self management	6	6	3	2	4.25	2
14	Out bound training helps in improving job satisfaction	5	8	7	1	5.25	5

Source: Annexure-1,2,3 &4

Note: MLM- Middle Level Male, MLF- Middle Level Female, LLM- Lower Level Male, LLF- Lower Level Female

### **Concluding Note**

For the overall growth of any organization healthy employee are important. Here healthy employee refers to those employees who are less stressed, energetic, self satisfied, have a sense of belongingness, are productive, have high moral, are capable and self motivated, having a feeling of OCB (Organizational Citizenship Behavior) etc. An organization with more energetic and less stressed employees will have more productivity, less turnover and absenteeism. In this direction outbound training plays an important role as it offers a fresh lease of life to the employees. Outbound training offers an opportunity to employees to gain firsthand experience of things by doing it themselves, thus exposing the employees to handle difficult situations all by themselves. This builds confidence and strong self image and prepares employees to face difficult situations at work. Thus, outbound training helps reduce employee stress level and increase productivity. The hands on experience gained during these training programs, definitely helpful in balancing their personal and professional lives in a better way and reducing work pressure in a very subtle manner.

### ***Notes & References***

1. Tom Cox (1993); Stress Research & Stress Management: Putting Theory to Work, HSE Contract Research Report No. 61/ 1993.
2. David Bunce and Michael A. West, Stress Management and Innovation Interventions at Work, Human Relations Feb 1996, Vol. 49, No. 2.
3. Vikram Sethi, Ruth C. King and James Campbell Quick, What causes Stress in Information System Professionals? Communications of the ACM, Mar 2004, Vol. 47 Issue 3.
4. Hsiow - Ling Hsieh, Liang - Chih Huang & Kuo – Jen Su (2004); Work Stress & Job Performance in the Hi – Tech Industry: A Closer View of Vocational Education, World Transactions on Engineering & Technology Education, Vol. 3, No. 1, pp 147 – 150.
5. Richardson, K.M., & Rothstein, H.R. (2008) Effects of occupational stress management intervention programs: A meta-analysis. Journal of Occupational Health Psychology, 13(1), 69–93.
6. A P Singh\* and Sadhana Singh, Effects of Stress and Work Culture on Job Satisfaction, Vol. VIII, No. 2, 2009, The Icfai University Journal of Organizational Behavior
7. Williams, S. D., Graham, T. S., & Baker, B. (2003). Evaluating outdoor experiential training for leadership and team building. Journal of Management Development, 22(1), 45-59.
8. Burke, Veronica; Collins, David (2004), Optimizing skills transfer via outdoor management development: Part I: the provider's perspective, The Journal of Management Development; 2004; Vol. 23, Iss 8 pp.678 - 696.
9. Joseph Paul Pulichino, (2007), Usage And Value Of Kirkpatrick s Four Levels Of Training Evaluation.
10. Efthymios Valkanos Iosif Fragoulis, (2007), "Experiential learning – its place in in-house education and training", Development and Learning in Organizations: An International Journal, Vol. 21 Iss 5 pp. 21 - 23.

11. K. Skylar Powell, Serkan Yalcin, (2009), Managerial training effectiveness: A meta-analysis 1952-2002, *Personnel Review*, Vol. 39 Iss 2 pp. 227 – 241.
12. Darrin Kass and Christian Grandzol, (2012), Evaluating the Value-Added Impact of Outdoor Management Training for Leadership Development in an MBA Program, *Journal of Experiential Education*, Volume 35, No. 3.
13. Diamantidis, Anastasios D; Chatzoglou, Prodromos D., (2014), Employee post-training behavior and performance: evaluating the results of the training process *International Journal of Training & Development* 18.3 149-170.
14. Sam Joseph Cooley Jennifer Cumming Mark J. G Holland Victoria E Burns , (2015), "Developing the Model for Optimal Learning and Transfer (MOLT) following an evaluation of outdoor groupwork skills programmes", *European Journal of Training and Development*, Vol. 39 Iss 2 pp. 104 – 121.



ANNEXURE-1: PERCEPTIONS OF MIDDLE LEVEL MALE (MLM) EMPLOYEES (29)

S. No	Attributes	SA 2	A 1	N 0	DA -1	SDA -2	Total Score	Mean Score	Rank
1	Out bound training reduces the stress and anxiety	19	5	0	3	2	36	1.24	6
2	Out bound training improves creativity and energy	18	4	1	4	2	32	1.10	9
3	Out bound training improves the personal satisfaction and happiness	17	6	2	2	2	34	1.17	7
4	Out bound training helps in improving relationship with fellow employees	21	4	1	2	1	42	1.45	3
5	Out bound training helps in improving productivity	24	2	0	3	0	47	1.62	1
6	Out bound training reduces the fatigue	22	3	0	2	2	41	1.41	4
7	Out bound training helps in improving intelligence and creativity	18	5	1	4	1	35	1.21	8
8	Out bound training helps in improving moral development	19	6	2	1	1	41	1.41	4
9	Out bound training helps in improving ability to focus	20	4	1	2	2	38	1.31	5
10	Out bound training helps in motivation	23	3	0	0	3	43	1.48	2
11	Out bound training helps in decision making	18	6	0	2	3	34	1.17	7
12	Out bound training helps in developing appropriate work culture	17	8	1	2	1	38	1.31	5
13	Out bound training helps in self management	19	5	0	3	2	36	1.24	6
14	Out bound training helps in improving job satisfaction	20	4	1	2	2	38	1.31	5

Source: Compiled from filed survey

Note: SA- Strongly Agree, A- Agree, N- Neutral, DA- Disagree, SDA- Strongly Disagree.

ANNEXURE-2: PERCEPTIONS OF MIDDLE LEVEL FEMALE (MLF) EMPLOYEES (24)

S. No	Attributes	SA 2	A 1	N 0	DA -1	SDA -2	Total Score	Mean Score	Rank
1	Out bound training reduces the stress and anxiety	18	3	0	2	1	35	1.46	6
2	Out bound training improves creativity and energy	17	2	0	3	2	29	1.21	10
3	Out bound training improves the personal satisfaction and happiness	16	3	0	2	3	27	1.13	11
4	Out bound training helps in improving relationship with fellow employees	19	4	0	1	0	41	1.71	2
5	Out bound training helps in improving productivity	20	2	0	1	1	39	1.63	4
6	Out bound training reduces the fatigue	21	2	0	1	0	43	1.79	1
7	Out bound training helps in improving intelligence and creativity	17	3	0	2	2	31	1.29	9
8	Out bound training helps in improving moral development	19	2	0	2	1	36	1.5	5
9	Out bound training helps in improving ability to focus	21	1	0	1	1	40	1.67	3
10	Out bound training helps in motivation	18	2	0	3	1	33	1.38	7
11	Out bound training helps in decision making	16	3	0	4	1	29	1.21	10
12	Out bound training helps in developing appropriate work culture	17	2	0	3	2	29	1.21	10
13	Out bound training helps in self management	19	1	0	4	0	35	1.46	6
14	Out bound training helps in improving job satisfaction	18	2	0	2	2	32	1.33	8

Source: Compiled from field survey

Note: SA- Strongly Agree, A- Agree, N- Neutral, DA- Disagree, SDA- Strongly Disagree

## ANNEXURE-3: PERCEPTIONS OF LOWER LEVEL MALE (LLM) EMPLOYEES (43)

S. No	Attributes	SA 2	A 1	N 0	DA -1	SDA -2	Total Score	Mean Score	Rank
1	Out bound training reduces the stress and anxiety	33	6	1	2	1	68	1.58	4
2	Out bound training improves creativity and energy	34	7	0	1	1	72	1.67	2
3	Out bound training improves the personal satisfaction and happiness	31	3	0	6	3	53	1.23	11
4	Out bound training helps in improving relationship with fellow employees	28	5	0	7	3	48	1.12	13
5	Out bound training helps in improving productivity	36	4	1	2	0	74	1.72	1
6	Out bound training reduces the fatigue	32	3	0	4	4	55	1.28	9
7	Out bound training helps in improving intelligence and creativity	33	4	1	4	1	64	1.49	6
8	Out bound training helps in improving moral development	34	6	1	2	0	72	1.67	2
9	Out bound training helps in improving ability to focus	30	8	1	2	2	62	1.44	8
10	Out bound training helps in motivation	29	6	0	6	2	54	1.26	10
11	Out bound training helps in decision making	27	8	0	5	3	51	1.19	12
12	Out bound training helps in developing appropriate work culture	31	9	0	1	2	66	1.53	5
13	Out bound training helps in self management	33	8	0	1	1	71	1.65	3
14	Out bound training helps in improving job satisfaction	34	7	0	2	0	63	1.47	7

Source: Compiled from field survey

Note: SA- Strongly Agree, A- Agree, N- Neutral, DA- Disagree, SDA- Strongly Disagree

## ANNEXURE-4: PERCEPTIONS OF LOWER LEVEL FEMALE (LLF) EMPLOYEES (33)

S. No	Attributes	SA 2	A 1	N 0	DA -1	SDA -2	Total Score	Mean Score	Rank
1	Out bound training reduces the stress and anxiety	28	3	0	1	1	56	1.70	3
2	Out bound training improves creativity and energy	25	4	0	2	2	48	1.45	7
3	Out bound training improves the personal satisfaction and happiness	24	5	0	3	1	48	1.45	7
4	Out bound training helps in improving relationship with fellow employees	26	3	0	2	2	49	1.48	6
5	Out bound training helps in improving productivity	27	4	0	1	1	55	1.67	4
6	Out bound training reduces the fatigue	26	5	0	2	0	55	1.67	4
7	Out bound training helps in improving intelligence and creativity	24	3	0	3	3	42	1.27	9
8	Out bound training helps in improving moral development	23	5	0	4	1	45	1.36	8
9	Out bound training helps in improving ability to focus	25	4	0	2	2	48	1.45	7
10	Out bound training helps in motivation	24	4	0	3	2	45	1.36	8
11	Out bound training helps in decision making	26	5	0	2	0	56	1.70	3
12	Out bound training helps in developing appropriate work culture	27	3	0	0	3	51	1.55	5
13	Out bound training helps in self management	28	5	0	0	0	61	1.85	2
14	Out bound training helps in improving job satisfaction	29	4	0	0	0	62	1.88	1

Source: Compiled from field survey

Note: SA- Strongly Agree, A- Agree, N- Neutral, DA- Disagree, SDA- Strongly Disagree