



Internship Report

On

**“Training Imperative for Organizational Learning:
An Empirical Investigation on IDLC Finance Limited”**

Submitted To

Subhat Ehsan

Lecturer

BRAC Business School

BRAC University

Submitted By

Aadrita Musharat

ID-16104178

BRAC Business School

BRAC University

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Internship Topic:

**“Training Imperative for Organizational Learning: An Empirical Investigation on IDLC
Finance Limited”**

Letter of Transmittal

30th April, 2019

Subhat Ehsan

Lecturer, BRAC University

Subject: Internship report on “Training Imperative for Organizational Learning: An empirical Investigation on IDLC Finance Limited” submission.

Dear Miss,

This is to inform you that I have gone through a great joy by completing this report under your full concentration and supervision. Basically, this report is meant for fractional necessity for completing my BBA program.

The place where I have done my internship is CHO (Corporate Head Office) which is situated in Gulshan though for official reasons sometimes I had to work in other branches of Dilkusha and Gulshan.

In this allotted 3 months period, I have watched all the methods and operations done by HR Department and learned as much as possible through the process. In the meantime, I tried to gather all the data that is necessary to prepare the report and focused on all the departmental works. Therefore, I earnestly accept, it will fulfill your requirement and would serve the reason of my internship report.

With that note, I am submitting the internship report for your kind consideration. I hope and pray you may find my hard work and instructive approaches that I have put here. So, I express my heartiest appreciation to you.

Sincerely yours,

Aadrita Musharat

ID: 16104178

Letter of Endorsements by the Supervisor faculty

Acknowledgement

The report I have made is definitely a gathered participation of many good souls. The honorable Lecturer and my internship supervisor Subhat Ehsan guided and supported me with her unending assistance every now and then in completing the report.

Moreover, I am grateful to Masum Billah Sir (my supervisor) in workplace who provided me an outstanding support. He is an Assistant Officer in IDLC Finance Ltd.

In completing the internship program properly, the huge support and recommendation from HR department in IDLC Finance Limited, Corporate Head Office helped to flourish me by providing diverse challenging task.

Lastly, I would like to thank all my faculty members, professors, well-wishers for providing me their assistance to complete the journey. I put my best effort to make the report instructive. This report gave me an opportunity of self-development. However, I apologize if any error is found due to my restricted information and time constraints.

So, I am sincerely grateful to everyone for whom I am able to write this constructive report within the 3 months period. This journey provided me such experience which I will keep with me for the rest of my life.

Executive Summary

IDLC Finance Ltd is the largest financial institution in the country. Currently, its operation is seen in 24 different areas within the nation and the total number of the clients is more than fifty thousand. Over 1300 employees are giving effort to serve clients through changed products in Corporate Finance, SME Finance, Consumer Finance, and Capital Market Segments.

The topic of my study is named-“Training Imperative for Organizational Learning: An Empirical Investigation on IDLC Finance Limited”. Training is a crucial component of organizational learning and a basic of course which increases the effectiveness of the workplace and helps the organization to become competent as a whole by accomplishing the goals by driving sustainability.

To serve the need of the report, I took assistance from the annual report of (2017-2018) of IDLC Finance Limited and took help from diverse group of people. I have spent a huge amount of time by looking into various journals to make this report. Moreover, this report consists solid information about IDLC Finance Limited and its subsidiaries, training operations and organizational learning activities. I am confident that my report would help future researchers or analysts by serving their need of different queries they can be looking for.

Basically, I represented significant relationship between all the variables and put effort to communicate a meaning out of it. This report therefore includes all the information about IDLC Finance Limited which shows that It has a unique culture that empowers co-operation and information exchange. Therefore, my work indeed became much more simple and significant to my topic by sharing of data.

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Organizational Overview


- **Organization Overview or Profile of the Organization**

-Vision, Mission, Objective:

In 1985, IDLC Finance Limited was built as Bangladesh's first leasing company. Then it collaborated with International Finance Corporation (IFC), German Investment, and Development Company, Kookmin Bank and Korean Development Finance Corporation, The Aga Khan Fund for Economics Development, The City Bank Limited, PDC of Bangladesh Limited and Shadharan Bima Corporation. Afterwards, foreign shareholders were steadily pushed out of ownership when the company had been advanced over the years.

In recent times, IDLC Finance Ltd is presented by 41 major touch points in 24 cities of the country. The clients they deal with have different characteristics as the segments of products and services advertised by IDLC Finance Limited are versatile. The number of people is 1300 who work so hard to deliver their administrations to the millions of its clients. IDLC has kept up solid business value from the day it has established to their beloved clients.

Over the long time span, IDLC Finance Ltd has developed its business and benefit by illustrating commendable corporate governance. By illustrating transparency and corporate administration IDLC has successfully built trust and respect in this segment. IDLC Finance Ltd took necessary steps regarding fundamental activities which added value in overall betterment. Additionally, they not only took good care about the company but also cared for their beloved clients. IDLC has a slogan named "**Financing Happiness**" which they accepts and trusts in.




Our Vision

We will be the best financial brand in the country.



Our Mission

We will focus on quality growth, superior customer experience and sustainable business practices.



Our Core Values

- ▶ Integrity
- ▶ Customer Focus
- ▶ Trust and Respect
- ▶ Equal Opportunity
- ▶ Eco-friendly
- ▶ Passion
- ▶ Simplicity



Our Strategic Objectives

- ▶ Grow and develop our talent pool
- ▶ Fully leverage the core banking platform
- ▶ Optimise distribution points
- ▶ Grow and diversify funding sources
- ▶ Grow sales and service capabilities in the consumer division
- ▶ Sustainably grow SME portfolio
- ▶ Focus on top-tier clients in the corporate segment
- ▶ Consolidate capital market operations and enhance capabilities
- ▶ Embrace internationally accepted corporate governance and sustainable business practices



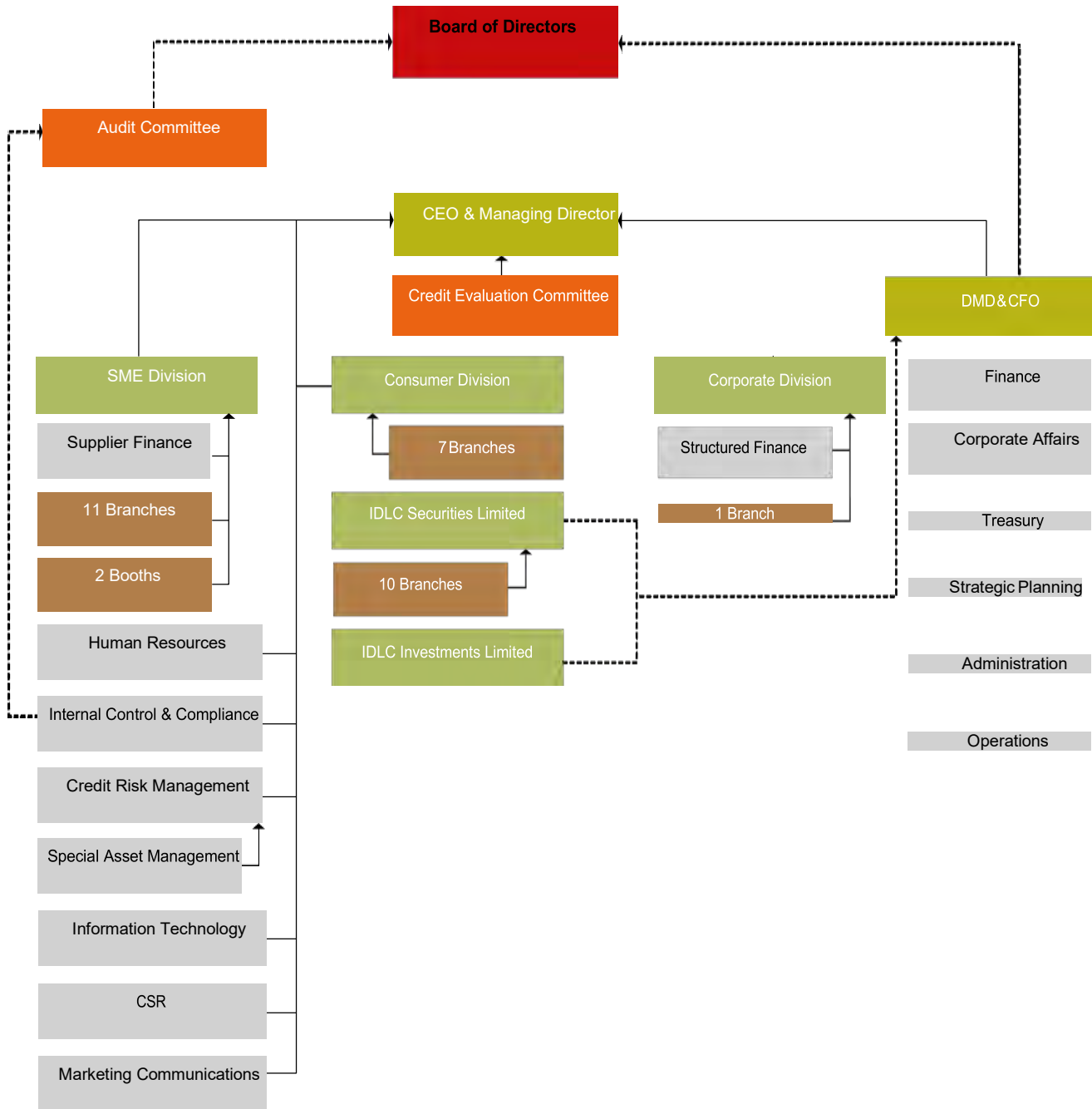
Our Code of Conduct and Ethical Guidelines

In accordance with the approved and agreed Code of Conduct, IDLC employees shall:

- ▶ Act with integrity, competence, dignity and in an ethical manner when dealing with customers, prospects, colleagues, agencies and the public
- ▶ Act and encourage others to behave in a professional and ethical manner that will reflect positively on IDLC employees, their profession and on IDLC at large
- ▶ Strive to maintain and improve the competence of all in the business
- ▶ Use reasonable care and exercise independent professional judgment
- ▶ Not restrain others from performing their professional obligations
- ▶ Maintain knowledge of and comply with all applicable laws, rules and regulations
- ▶ Disclose all conflicts of interest
- ▶ Deliver professional services in accordance with IDLC policies and relevant technical and professional standards
- ▶ Respect the confidentiality and privacy of customers, people and others with whom they do business
- ▶ Not engage in any professional conduct involving dishonesty, fraud, deceit or misrepresentation or commit any act that reflects adversely on honesty, trustworthiness or professional competence.

IDLC employees have an obligation to know and understand not only the guidance contained in the Code of Conduct but also the spirit on which it is based.

Figure: Organizational Hierarchy



- **Description of the total business of the organization**

-Corporate Division

IDLC has set up its diverse business activities mainly through four Corporate Divisions.

1. Consumer Finance

The Consumer division of IDLC gives retail financial services where the general consumers are mainly focused. Now, it targets the development rate and largest market share which invests in Home Loan Industry of Bangladesh. Furthermore, its services are- Car Loans, Personal, loans against deposits and home loans.

2. Small and Medium Enterprises (SME)

A number of services including term loans, working capital loans, and lease financing is given by SME division. SME also gives alluring and flexible schemes by actively energizing women entrepreneurship.

Moreover, a specialized loan to small and medium sized business is provided to wide extend of industries such as steel, plastic, garments, cement etc. that are geographically scattered all over the country.

3. Corporate Finance

Corporate Finance, main division of operation, supplies financial as well as business help to financial institutions across the country. Lease financing, term loans and financing options for capital expenditure is mainly mentionable among its huge types of services. There is another thing to mention is the **Structured Finance** which basically focuses on creating to manage complex financial transactions through fund raising, advisory services, securitization of assets and the method of planning.

4. Capital Market Operations

Trade execution through the Dhaka and Chittagong Stock Exchanges, Custodial and CDBL services, Bloomberg terminal for foreign clients and Advisory Services were served by Capital Market Operations.

-Corporate Departments

IDLC has huge numbers of departments and each of the departments has its own unique duties to perform.

1. Finance Department
2. Treasury Department
3. Credit Risk Management Department
4. Legal and Documentation Department
5. Credit Evaluation Department
6. Supply and Procurement Department
7. Human Resource Department
8. Control and Compliance Department
9. Sales and Marketing Department
10. Information Technology and system services Department (IT)
11. Accounts Department
12. Customer Service Department
13. Liability Operations Department
14. Collection Department
15. Administration Department

-Operational Details

IDLC Finance Limited Head Office is situated in Gulshan Avenue, Bays Galleria (1st Floor), Dhaka 1212.

The Head Office is composed of the following departments and their operations are as follows:

1. Liability Operations Department

The department is responsible for dealing with liability services such as

- Cumulative Term Deposit
- Annual Earner Deposit
- Monthly Earner Deposit
- Quarterly Earner Deposit
- Double Money Deposit
- Triple Money Deposit
- Millionaire Scheme

The department takes care of the opening of several new deposit accounts and provides services like tax documentations, deposit statement, etc. and collecting fund for availability of liquidity.

2. Credit Evaluation Department

The eligibility or non-eligibility of client for loan is decided by this department. Moreover, there is classification for the customers based on the criteria whether the client is **independent professional** such as Engineers or Academic professors, Physicians and of such kind or the client is **employed** and working beneath organizations which is followed under different policies and segments.

Credit assessment is the final stage of closing a client's record which is done after all the evaluations. After that the committee verifies all the records and prospects then it chooses whether to sanction the loan or disapprove it.

Afterwards, if the loan get sanctioned, the paper works are re-examined and signed by the client. All transactions is done through Account Payee Cheque so the postdated advance cheques are collected to avoid any bother in future.

Credit Officers observe and analyze the earnings and expenditure of the customer in order to make sure that he would not confront any inconvenience paying the installments whether it is home loan or car loan or personal loan.

3. Credit Risk Management Department

How much unpredictable and volatile today's market is we already are aware of it. No wonder paying debts off is also a matter of concern as well as emotional burden.

When the client cannot meet the obligations is known as credit risk.

The credit risks are categorized as follows:

- Default Risk
- Exposure Risk
- Recovery Risk
- Counter Party Risk
- Related Party Risk
- Legal Risk
- Political Risk

Up-to-date market conditions and the credit risks that could take place are regularly viewed by The Credit Evaluation Committee. Market Risk, Liquidity Risk, Operational Risk, and Business Volume Risk are few other risks which are mentionable.

The Credit Evaluation Committee regularly reviews the market conditions and the credit risks that might take place. Other risks also include Market Risk, Liquidity Risk, Operational Risk, and Business Volume Risk.

4. Collection Department

Long term loans is also given by IDLC so that so the Collection Department is engaged with due collection of repayments.

The collection department has the duty to communicate with the clients to inform him about the upcoming possibilities and actions that might be taken against him if he fails to pay his installments in time.

5. Legal and Documentation Department

The verification of all the documents is done by this department. Thorough investigation of each document is being done here by expert lawyers of this department.

Verifying and scrutiny of property documents, sending reports to Legal Manager for final approval, collecting all the documents from all the branches for legal opinions and advices are few mentionable operations of this department. Any problem is highlighted and necessary steps are taken in any law suits or cases.

6. Sales and Marketing Department

The primary sales objective for this department are Deposit Schemes, Home Loans, Car Loans, and Personal Loans. Additionally, sales budget along with promotional campaigns are activities to achieve desired goals by this department.

7. Accounts Department

Keeping record of all the financial transactions by receiving cheques from various departments along with clearing them is the major work of Accounts Department.

8. Human Resource Management Department

To create own culture and workforce the Human Resource Management department of IDLC has definitely played a vital role. This department is in fact the pivotal working department.

This department is responsible for the major activity which is recruitment of the right employees for the organization.

The compensating policies and activities are governed by the HR team of IDLC.

Various training schedules and activities is taken for the training and development of employees so that they can be passionately and delicately nurtured within the organization. Furthermore, the HR Department does Performance Appraisals which help employees by developing them further if needed by analyzing their performance. By implementing policies, activities, designing, directing HR team operates and managing the method of organizational development by focusing issues such as job rotation, activities of retention, succession planning.

9. IT Department

IT support which runs day to day operation is provided by IT Department. It provides all the technological aspects include user accounts which provides technical and operational services.

10. Administration Department

The Administration department's operation includes organizing meetings, looking after into assets and vehicles which is used by the employees. They also look after the items in stock whether those are utilized properly or not and maintains documentations and files of various projects. So, this department mainly looks after to all other department's efficiency.

-Philanthropic activities/CSR

IDLC has contributed largely to the economy through employment of jobs and competitive pay. It has worked massively on woman entrepreneurship. It is true that it doesn't only have obligation towards the stakeholders but also towards the community.

Furthermore, a number of philanthropic activities carried out all over the country apart from up mentioned activities. Few are mentioned below-

- In winter, IDLC donates warm clothes to the poor people in different areas all over the country. Last year in January 17, harsh winter hit various parts of the country. That's why warm clothes and needed foods were supplied to those affected areas.
- In order to educate the children of Bhulta High School and College about the Environment IDLC collaborated with Green Savers on Feb 25, 2018.

The children took part in an event where up to 1000 trees planted into their premise where they got to learn about different plants and their usefulness and impact towards the environment.

- A foundation named Spreeha Bangladesh organized a health camp in collaboration with IDLC which helps both male and female workers
- Another great attempt by IDLC is working with university clubs such as Jahangirnagar University Social Welfare in order to help disable (physically and challenged) children. Thus, IDLC helps to gain foster happiness by involving the children into interacting sessions which includes cultural activities and sports. After that, they get beautiful gifts as an appreciation.
- A fund raising event named “Anondomela Sharabela” was involved by IDLC for supporting underprivileged children. In this event, children enjoyed cultural shows and entertaining rides.
- In order to encourage youth and children IDLC arranged diverse scholarly competitions. It is basically a method of learning by engaging into fun activities. For instance, a finance Olympiad took place on October 10 last year.

Chapter-1

Research

1) Introduction of the report/study:

Rationale of the study: IDLC Finance Limited is an exceptionally big company and one of its major and core strength is its HR Team in Corporate Head Office. It is to mention that 70 percent of my designated work was involved with training and the rest includes recruitment. It is true that I was fortunate enough to work with such different experienced individuals.

Some of my job responsibilities were as follows:

Managing the training sessions effectively by inputting the system software is an example of how I organized training:

Analyzing and recognizing the training requirements is the first task of the training team.

The very first task of the training and development team is to recognize and analyze various training requirements that are required all through the organization. The top management used to choose the trainer by sorting their profiles after thorough investigation. The line managers and supervisors are at that point to know about the training schedule and within the meantime the team plans for a budget of the all the cost related to the sessions.

The first task assigned for me was contacting all the employees through phone calls, texts to make them aware of the timing, venue and other issues.

During training days, I had to face different issues like as following up on co-ordination, welcoming trainer and co-planning the lunch. I had to conduct overview which helped to provide appropriate result by the end the sessions. Based on that outcomes were decided.

Inputting all the data into a customized software was the next step of mine and this included employee information and the costs in payroll system. Moreover, I had to make various charts and tables which was sent to the boards so that they could assess the employees properly.

I also gained valuable knowledge on Microsoft Excel and Business Communication skills throughout my journey.

Assisting in joining of new employees and conducting interviews and follow up activities:

Another huge portion covered by HR is recruitment. I had to prepare assessment sheets by sorting CVs of potential candidates and preparing documents are the two things which was a must before each interview. Additionally, I was involved in making files for new joiners which would ensure that their record is systematically arranged.

Visiting and representing IDLC in various career fairs and events:

During the internship period, I had to visit so many different places which made my involvement with delightful outdoor works. I got opportunity to visit career fairs, university recruitment events. By visiting those, I got to meet such great personalities who are representatives of renowned firms and organizations. To be honest, it was an amazing experience and a pleasant involvement of course as up-to-date knowledge and connections got created by it.

To conclude, I would admit that my journey in IDLC was excited as I was learning each day and meeting such knowledgeable people. I was continuously motivated and excited to learn new things and it helped me to flourish my boundary.

Statement of the problem: In today's world both public and private organizations are dealing with tough competition which involves rapid innovative changes. So, the organizations need to work proficiently in order to face quick survival and long-term future development. As management plays a vital role in today's market so the management educators and trainers are looking for viable ways to prepare qualified leaders which includes managers and officials. So, I tried to connect my learning of undergrad with internship program by investigating the training programs and tried to find out the gap to help IDLC as well as my knowledge level. I also observed that a manager is not only an 'implementer' but also an agent who's effort and dedication is valuable for bringing a development in the organization through its HR Team. Likewise, a change is observed in management trainers which involves their competences and also in significant knowledge and skills.

Scope and delimitation of the study:

The target of my study is basically enhancing the knowledge of management if IDLC Finance Ltd. I have tried my level best to point out different aspects so that they get enlighten better about organizational learning by wanting unique way to compete in the market. Consequently, from the company viewpoint they would move toward with the better approaches to increase organizational learning by ensuring training communication, training delivery, and training motivation to improve the method by understanding that where they are and what are the steps to get them where it wants them to be.

Finally IDLC Finance Limited can use this research in following aspect:

- To decide which elements impact organizational learning.
- To find out whether training elements are working appropriately for successful management.
- Find out implication that make barrier for success in process of knowledge sharing.
- Understanding features available to overcome problems.

Research Timeline helps to identify delimitation.

Activities	January	February	March
Problem Searching	•		
Research Proposal	•		
Literature Review	•		
Collecting Data		•	
Data Analysis		•	
Preparing Draft Paper		•	
Finalizing Research			•
Submission of report			•

Objective of the report: The objective of this research is to determine the relationship between the training components “training communication, training delivery, training motivation” and organizational learning.

Chapter-2

2) Review of Related Literature: (Source: Books, Reports, Journals)

2.1) Training

An organization’s capacity to compete in the current market is the HR because it has the ability to co-ordinate, construct and reconfigure internal and external competences (Ployhart, 2006; Teece, 2007) .Basically, the significant components which support the objectives of the organizations’ are the work force in individual talents by providing them training and experience (Barnet, 2001, Hatch and Dyer, 2004). “VRIO” (valuable, rare, inimitable and organizational) is the importance source of competitive advantage; (Teece, 1997) which is a must for any organization for the efficiency.

2.2) Organizational Learning

A suitable structure for any organization depends on different components such as stability, complexity of environment and technical system (Mintzberg, 1989). An effective channel of communication through data flow is provided by the structure of the organization (Duncan and Weiss, 1979, p. 105). The connection in various components of the organization through information to transformation is the key component of organization structure in any organization. A modern approach of problem solving method and organizational learning helps to understand the cultural foundation of the organization. A developed information can be acquired by the alteration of rules, directions, behaviors inside the organization (Wong, 2001) which mainly communicate in between progressing and acquiring

2.3) Training Communication

The market is basically thriving to prepare managers who can communicate effectively. If we talk about the primary things which training heads must keep in mind is that communication is absolutely a generic skill. Moreover, the market needs to work really hard to meet the unused communications skills that would improvise current managers.

According to the most of the studies, communication is the most needed management skill.

In order to teach managers to ‘perform’ proper body language approach to remove the ‘dry ice’ approach, various aids of communication was invented (Bland, 1998).

A proper communication can be teach to the employees rather than providing fixed guidelines by natural communicator. People learn better without apparatuses or preparing. So, the method is not important than learning through natural communicator cause appropriate communication comes from the heart.

2.4) Training Delivery

To gain success, selective training and a proper long term plan can help effectively. In order to achieve effective results of training along with communication can influence every receptor Bostrom *et al.*, 1999; Kaplan-Mor *et al.*, 2011; Nikandrou *et al.*, 2009; Wexley and Latham, 2002). Moreover, training development program, organizational needs can therefore determine proficiency of successful training (Denby, 2010; Martin, 2007; Ron and Kramlinger, 1982) which helps in appropriate knowledge transfer.

2.5) Training Motivation

Motivation gained before training is called ‘training motivation’ which works as a valuable factor in effectiveness of training (Cannon-Bowers et al; 1995). In other words, this is an important factor for gaining effectiveness in training as it creates a feeling of connectivity; (Kontoghiorghes, 2004; Bell and Ford, 2007) and 58% change can be achieved by perceived transfer; Hansen (2001). The goal of pre-training is basically to bring self-development.

Moreover, appreciation from boss helps trainees to gain inspiration; Klimoski and Hicks (1987).

So, it is true that pre-trainees are much more motivated than who did not get that opportunity; Baldwin (1991).

Chapter 3

3) Methodology of the Study:

3.1) Research Design

The research that studies the relationship between two or more variables are referred as a correlation study which has been designed to select in order to find out the proper answer of the research questions and to test the hypothesis (Cooper & Schindler, 2003). The graphical presentation of the proposed framework (Figure 1) depicted the pattern and structure relationships among the set of measured variables and the research questions and hypothesis clearly supported this model. Therefore, the purpose of the study is to measure correlations among the variables the present study determined the relationship between training communication, training delivery, training motivation, and organizational learning of IDLC Finance Limited.

In the framework the independent variables are the “training communication, training delivery, and training motivation.” Consequently, organizational learning is the dependent variable to be measured. In the correlation study researcher has no control over the values of variables though the researcher has conducted a correlation study to investigate the existence of relationships between the measured variables or not. A correlation study shows a measure of degree between two or more variables and therefore this study was considered as a correlation study.

3.2) Research Approach

To conduct the research, researcher investigates the research questions by gathering information from the respondents (employees) of the selected branches of IDLC Finance Limited. This process of data collection was completed through questionnaire survey where all the respondents were given a letter from the researcher explaining the context of the research on its focus. Participation of all employees was voluntary and that they could withdraw any moment of time. The extent of agreement was measured through Likert scale assessment ranging from 5 strongly agree to 1 strongly disagree.

3.3) Sampling Method

The study was carried out in only three branches of the Dhaka city as my internship duration consists short period of time. In this project non probability sampling method was conducted because it is quite difficult to get a sampling frame of all the employees of IDLC Finance Limited from all over the country.

A sampling frame is used to show the elements of the target population with list or set of directions to identify the target populations (Malhotra, 2007). The researcher conducted the following nonprobability sampling to purpose his goal:

Convenience sampling: Convenience sampling is the method that researcher can take the most conveniently available population or units because it is not possible to reach every respondents (employees) of all branches throughout the country.

The study sample size is of 100 respondents from three branches of IDLC Finance Limited.

3.4) Survey Instruments

To gather the data of the research, researcher has conducted structured questionnaire and it was the most effective method for this study to collect the data for the following reasons:

1. Respondent's secrecy can be maintained.
2. It allows large amounts of information to be obtained at comparatively low cost.
3. As interviewer bias is avoided, more accurate responses are obtained.
4. The researcher conducted survey on 100 respondents because it was not possible to conduct a personal interview because of time limitation. Hence, questionnaire survey was most effective way for the recent study.
5. The postal system of our country is very slow to get response with that it is also true that mail survey was time consuming for the study.
6. Data collected through questionnaire was easy to put in quantitative analysis.

3.5) Data Collection Procedure

The present research is a unique one for IDLC Finance Limited because no such research has been conducted till now on this research topic. As result of secondary data source was not available for the present study.

Hence, the research needed primary data to measure the research questions and prove the hypothesis. Researcher used questionnaire method to collect the primary data from the sources and this method is commonly used in employee response survey to collect the data from primary source.

3.6) Data Analysis

The proposed study was a quantitative study that intended to measure employee response on relationship between training elements and organizational learning in context of IDLC Finance Limited. To do the analysis researcher has used the statistical tool Pearson's co relational analysis to find out whether there is any correlation that exists between independent and dependent variables to describe the degree to which variable is linearly related with each other. After collecting the data the researcher has used correlation matrix for the variables to be prepared and the researcher looked for significant correlations. Regression analysis was also used to test the strength of relations between the study variables. For this research, the results of the study was computed and analyzed by using Statistical Package for Social Sciences (SPSS) version 12 because it offers greater feasibility.

Chapter 4

4) Analysis and Interpretation of the Data:

Results and Findings:

Training Motivation	3.6167	.74328
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4.1) Frequency Analysis

In the demographic section 58 percent are male and 42 percent are female. Among the respondents 61 percent of them are aged between 25-35 years old while 31 percent aged between 36-45 years old.

Majority education level goes to Master's Degree consisting of 60 percent of the pool while 39 percent consists of respondents holding Bachelor's Degree.

The Position of the employees show that majority of the respondents are Lower Level and fresh Managers, while Middle Level Managers consists of 19 percent, Top Level Managers 14 percent and others 29 percent respectively.

If we look at the Experience Section the majority of the employees are in the organization for 2-4 years consisting of 61 percent, while the number of employees working for 5-7 years is 21 percent, less than 2 years is 16 percent and 8-10 years is 2 percent.

On the other hand, the survey respondents worked for different departments.

Majority belonged to the Finance and Accounts department consisting of 50 percent respondents.

Human Resource Management consisted of 23 percent while Marketing and others departments consisted of 20 percent and 7 percent respectively.

Table: Summary of Demographic Statistic for the study (n=100)

Demographic Section	Frequency	Percentage %
1. Gender		
• Male	58	58
• Female	42	42
2. Age		
• Less than 25	3	3
• 25-35	61	61
• 36-45	31	31
• 46-50	3	3
• Above 50	2	2

3. Educational Level		
<ul style="list-style-type: none"> • Master's Degree • Bachelor's Degree • Others 	<p>60</p> <p>39</p> <p>1</p>	<p>60</p> <p>39</p> <p>1</p>
4. Position in the Organization		
<ul style="list-style-type: none"> • Top level Manager • Middle level Manager • Lower level Manager • Other 	<p>14</p> <p>19</p> <p>38</p> <p>29</p>	<p>14</p> <p>19</p> <p>38</p> <p>29</p>
5. Work Experience		
<ul style="list-style-type: none"> • Less than 2 years • 2-4 years • 5-7 years • 8-10 years 	<p>16</p> <p>61</p> <p>21</p> <p>2</p>	<p>16</p> <p>61</p> <p>21</p> <p>2</p>
6. No of employees in branch		
<ul style="list-style-type: none"> • 101-200 • 201-300 • 3001-400 	<p>25</p> <p>67</p> <p>8</p>	<p>25</p> <p>67</p> <p>8</p>
7. Department		
<ul style="list-style-type: none"> • Finance and Accounts • HRM • Marketing • Others 	<p>50</p> <p>23</p> <p>20</p> <p>7</p>	<p>50</p> <p>23</p> <p>20</p> <p>7</p>

4.2) Reliability Analysis

The reliability of the measures was tested using the inter-item consistency measure of Cronbach's Alpha. Nunnally (1978) suggested that a reliability value of .50-.60 is acceptable for the early stage of research. The reliability coefficients are as follows:

Organizational Learning (.762), training communication (.879), training delivery (.822), and training motivation (.826) thus all the variables are considered for future analysis.

The summary of reliability assessment for both independent and dependent variables shows in the table below.

Summary of Reliability Analysis (n=100)

Variables	Number of Items	Cronbach's Alpha
Organizational Learning	9	.762
Training Communication	5	.879
Training Delivery	5	.822
Training Motivation	6	.826

4.3) Descriptive Statistics

Descriptive statistics include mean and standard deviation. The mean for Organizational learning (3.7489; SD = .59104) indicates that learning is present among the IDLC employees.

The mean for communication between employees (3.1520; SD = .95224) implies that communication process is available in the organization to interact with one another.

The mean for training delivery (3.4240; SD = .86283) represents that proper delivery of training is available within the organization and has impact over other activities. The mean of training motivation (3.6167; SD = .74328) implies that motivation has also some significance that it can make effect over organizational learning.

Table: Summary of Descriptive Statistics (Here, descriptive statistics of all the variables concerning the current research are shown)

Variables	Mean	Standard Deviation
Organizational Learning	3.7489	.59104
Training Communication	3.1520	.95224
Training Delivery	3.4240	.86283

4.4) Correlational Analysis

Correlation is an important factor to find out the relationship between two variables such as dependent and independent variables. The range from -1 to 1 shows the value of correlation coefficient. When the value is closer to absolute 1, it means there is a strong co-relation between variables. A two tailed statistical significance at two different levels starting with highly significant ($p < .01$) and significant ($p < .05$) are the concern of bivariate correlation practice. The entire analysis explains the relationship among different variables such as organizational learning, training communication, training delivery and training motivation. The data from the survey is collected by analyzing the correlation and the results are displayed into the table. Moreover, the table represents the figures which indicate that each of the variables is correlated significantly with each other:

Correlations

		Learning	COM	Delivery	Motivation
Pearson Correlation	Org.Learning	1.000	-.006	.045	.552
	Communication	-.006	1.000	.128	.109
	Delivery	.045	.128	1.000	.028
	Motivation	.552	.109	.028	1.000
Sig. (1-tailed)	Org.Learning	.	.476	.328	.000
	Communication	.476	.	.102	.139
	Delivery	.328	.102	.	.391
	Motivation	.000	.139	.391	.
N	Org.Learning	100	100	100	100
	Communication	100	100	100	100
	Delivery	100	100	100	100
	Motivation	100	100	100	100

4.5) Regression Analysis

Regression analysis was conducted to make prediction on dependent variable “Organizational Learning” from the set of independent variables “Training communication, Training delivery, and Training motivation.” This analysis was carried out to assess H1-H3 to better understand the relationship between the elements of culture and knowledge sharing. The researcher used a significant level of 0.05 or 5%, as the basis for accepting or rejecting the hypothesis.

The Table shows the regression analysis where the coefficient of R^2 is 0.311.

Durbin Watson of 2.333 indicates that there is no auto correlation problem (standard correlation value 1.5-2.5). The result indicates (Appendix-B), no multicollinearity problems such as, tolerance level are all greater than 0.1 and Variation Inflation Factors (VIF) are all lesser than 10. This indicates that there is a statically significant relationship among independent and dependent variables. It is also explained by all the five variables that the model is significant ($F= 14.413$, $p<0.01$). A closer examination reveals that Training Communication ($\beta = -.072$, $p<0.01$), Training Delivery ($\beta = .038$, $p<0.01$) and Training Motivation ($\beta = .559$, $p<0.01$) were positively related with knowledge sharing but are not statistically significant as such H1-H3 are not supported.

Table: Summary Regression Analysis

Variables	Standard Beta
Training Communication	-.072
Training Delivery	.038
Training Motivation	.559
R^2	.311
Adjusted R^2	.289
F Value	14.413
Sig	.000 ^a
Durbin Watson	2.333

4.6) Summary of Hypothesis

Table: Summary of Hypothesis

Hypothesis	Statement of Hypothesis	Remarks	Sig.
H1	Training communication and organizational learning have positive relationship.	Rejected	.404
H2	Training delivery and organizational learning in organizations have positive relationship.	Rejected	.654
H3	Training motivation and organizational learning have positive relationship.	Rejected	.000

3) Findings of Study:

H1. A positive relationship between training communication and organizational learning in organizations has been detected.

The main ability in organization is nothing but organizational learning; (Lei et al, 1999). Moreover, organizational learning is a research topic which is imperative inside any organization; (Huber, 1991). Not only a flourished institutionalization of inferred information but also creativity can be achieved which are inimitable, non-substitutable, valuable, rare;; (Snell et al., 1996).

H2. Training delivery and organizational learning in organizations have positive relationship.

It has been confirmed that organizational learning has a relationship with consistence advancement and this fact has been confirmed after examining by (Paton and McCalman, 2003). Every organization's phenomenon is this now-a-days. So, the design of doing work contributes to a successful training.

H3. A positive relationship has been observed between training motivation and organizational learning in organizations.

A chance is made to improvise skills and knowledge through training; (Salas et al., 2012). The work environment is unsteady and since of that procuring latest information has become a relevant issue; (Kraiger, 2014). An unlimited transformation in training can help people to improve his capacity. Proper utilization of money and time for activities of training is done by successful organizations. As a result, organizations can get a progressing team and improve their adequacy at the same time; (Turab and Kasimir, 2015).

4) **Recommendations:**

Service culture is important. That's why trainers should provide assignments to management trainees to become more delicate to the clients. Additionally, training centers should guarantee the following in order to create successful management:

- 'Primary Socialization' must be ensured in trainees by giving enough opportunities and plan a course accordingly.
- 'Operating Culture' in both private and public organization is needed to help trainers to get recognition where trainees will be working on social contrasts and improve their learning.
- In order to build socio-technical learning standard and skills, trainers should evaluate trainees properly after the training program.
- A proper understanding of human related information, 'know-how' capabilities, needed individual requirement should be kept in mind by the trainers so that they can educate trainees properly.
- The significance of learning must be realized by trainers and trainees pro-actively so that they can serve their best effort to themselves and towards the organization.

5) **Conclusion:**

There are certain goals of organizations which must be realized by both trainer and trainees as it accelerates the development of the organization. So, they must keep in mind the change agent requirement of training to deal the maintenance properly. Moreover, an accurate planning can help any organization to survive successfully in current market. To sum up, it can be said that a vital role is played by management training to acquire improvement in the matter of individuality of manager or towards the organization. In this study, the relations shown by researchers have been put into a broader demonstration by showing the effectiveness of the training. This study has displayed one's perceive learning culture by working into an organization. Thus, the study showed the way how theoretical propositions expand the perspective on training function in a systematic way. Last but not the least it can be said that the relationship between training motivation and training effectiveness dimensions are more complex than the relationship between training motivation and performance goal orientation and organizational learning. So, the study of this report has educated me with practical level knowledge.

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Appendix A

Questionnaire

30th April, 2019

Dear Respondents,

Subject: Survey on Organizational Learning

This survey is a part of a research initiated by the BRAC Business School, BRAC University, Bangladesh. We would like to invite you to participate in this academic exercise that examines the process of organizational learning in the organizations.

Your expertise and experience of your company are extremely valuable towards the success of this research. It is hoped that your participation with your valued observation will help complete this research work meaningfully. We are aware of the fact that you are often burdened with such sort of request, nevertheless, we are soliciting your participation, and cooperation as this is an integral part of the academic course to accomplish.

May we, therefore, solicit your little time for this research initiative which would be great help for the designed work. We would be very happy to clarify your queries, do you have any in this regard. We are interested in statistical summaries only and thus no inference will be made linking your or your company's name. We assure you to maintain high confidentiality.

Please accept our sincere thanks for your time and kind co-operation in this matter.

Thank you for your kind co-operation.

Section 1 (Variables)

Using the following scale, encircle the number that best describes your opinion.

1= Strongly Disagree

3= Neither Agree nor Disagree

4= Somewhat Agree

2= Somewhat Disagree

5= Strongly Agree

Training Communication						
<i>Openly delivering the information about training programs motivate us to.....</i>						
1.	Increase our knowledge	1	2	3	4	5
2.	Upgrade our skills	1	2	3	4	5
3.	Strengthen our practice	1	2	3	4	5
4.	Good moral values	1	2	3	4	5
5.	Enhance our thinking skills	1	2	3	4	5
Training Delivery						
1.	Group discussions motivates us to learn proper techniques in solving group problems	1	2	3	4	5
2.	Training lectures are important to increase our knowledge	1	2	3	4	5
3.	Case studies are useful to improve our competency in providing services	1	2	3	4	5
4.	Encouragement of participation, interaction helps us to better understand the contents	1	2	3	4	5
5.	Clarity of the training objectives enhances the understanding of participants	1	2	3	4	5
Training Motivation						
<i>In our organization</i>						
1.	We give full concentration in learning new skills	1	2	3	4	5
2.	We put greater effort to learn thinking skills	1	2	3	4	5
3.	We feel an obligation to attend all scheduled activities	1	2	3	4	5
4.	We feel an obligation to perform course assignments	1	2	3	4	5
5.	We feel an obligation to be on time of the training day and be enthusiastic	1	2	3	4	5
6.	Well demonstrated use of training contents in daily work, enhances motivation	1	2	3	4	5
Training Transfer						
1.	Knowledge that we have learned can aid us to increase our expertise	1	2	3	4	5
2.	Skills that we have learned can help us to increase our competency in doing job	1	2	3	4	5
3.	Thinking skills that we have learned can assist us to make decision about our tasks	1	2	3	4	5
4.	Good moral values that we have learned can support us to improve our personality	1	2	3	4	5
5.	Discussing and sharing knowledge with coworkers, increases the exchange of ideas	1	2	3	4	5
6.	The skills learnt, have increased our ability and overall business performance	1	2	3	4	5
Managerial Support						
<i>In my organization managers.....</i>						
1.	Understands the content of the training	1	2	3	4	5
2.	Knows how training relates to what we employees need to do	1	2	3	4	5
3.	Evaluate employees on how they apply training to their jobs	1	2	3	4	5
4.	Support employees' knowledge of training when they return to work	1	2	3	4	5
5.	Ensure that employees have the equipment and technology needed to use training	1	2	3	4	5
6.	Discuss (prior to training) with employees how they plan to use training	1	2	3	4	5
7.	Recognize newly trained employees who use training content	1	2	3	4	5
8.	Give employees release time from their work to attend training	1	2	3	4	5
9.	Explain to employees why they have been asked to attend training	1	2	3	4	5
10.	Give employees feedback related to skills or behavior that they are trying to develop	1	2	3	4	5
Organizational Learning						
<i>Over the last two year our organization learned how to.....</i>						

1.	Innovate new products/ services	1	2	3	4	5
2.	Improve existing methods and procedures	1	2	3	4	5
3.	Identify new business opportunities	1	2	3	4	5
4.	Introduce new (or improved) methods and procedures than its major competitors	1	2	3	4	5
5.	Coordinate the development efforts of different units	1	2	3	4	5
6.	Rapidly commercialize new innovations	1	2	3	4	5
7.	Adapt its goals and objectives to industry/market changes, quickly	1	2	3	4	5
8.	React to new information about the industry/market	1	2	3	4	5
9.	Streamline its internal processes	1	2	3	4	5

Section 2 (Demographic part)

Please circle the section that represents the appropriate response the following items:

1. Your education level

A. Master's Degree

B. Bachelor Degree

C. Others. Please Specify _____

2. Your gender

A. Male

B. Female

3. Your age

A. Less than 25

B. 25-35

C. 36-45

D. 46-50

E. Above 50

4. Number of employees (full time equivalent) in your Branch

A. Less than 100

B. 201-200

C. 201-300

D. 301-400

E. Above 400

5. Your position in the organization

- A. Top level manager (e.g., chief executive officer, general manager, and managing director)
- B. Middle level manager (e.g., senior manager, asst. general manager, department manager)
- C. Lower level manager (section manager, section head, and principal officer)
- D. Others: Please specify _____

6. Department/ Division

- A. Financing and Accounts
- B. Human Resource Management
- C. Marketing
- D. Others: Please Specify

7. How long you have been working with your current organization

- B. Less than 2 years
- C. 2 years - 4 years
- D. 5 years -7 years
- E. 8 years -10 years
- F. >10 years

Appendix B

Demographics

Frequencies

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Master's Degree	60	60.0	60.0	60.0
	Bachelor's Degree	39	39.0	39.0	99.0
	12.00	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	58	58.0	58.0	58.0
	Female	42	42.0	42.0	100.0
	Total	100	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 25	3	3.0	3.0	3.0
	25-35	61	61.0	61.0	64.0
	36-45	31	31.0	31.0	95.0
	46-50	3	3.0	3.0	98.0
	5.00	2	2.0	2.0	100.0
	Total	100	100.0	100.0	

Employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	101-200	25	25.0	25.0	25.0
	201-300	67	67.0	67.0	92.0
	301-400	8	8.0	8.0	100.0
	Total	100	100.0	100.0	

Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Top level Manager	14	14.0	14.0	14.0
	Middle Level Manager	19	19.0	19.0	33.0
	Lower Level Manager	38	38.0	38.0	71.0
	Others	29	29.0	29.0	100.0
	Total	100	100.0	100.0	

Department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Finance and Accounts	50	50.0	50.0	50.0
	Human Resource Management	23	23.0	23.0	73.0
	Marketing	20	20.0	20.0	93.0
	Others	7	7.0	7.0	100.0
	Total	100	100.0	100.0	

		Time			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Less than 2 years	16	16.0	16.0	16.0
	2years-4years	61	61.0	61.0	77.0
	5years-7years	21	21.0	21.0	98.0
	8years-10years	2	2.0	2.0	100.0
	Total	100	100.0	100.0	

Reliability

Training Communication

Cronbach's Alpha	N of Items
.879	5

Training Delivery

Reliability Statistics

Cronbach's Alpha	N of Items
.822	5

Training Motivation

Reliability Statistics

Cronbach's Alpha	N of Items
.826	6

Organizational Learning

Reliability Statistics

Cronbach's Alpha	N of Items
.762	9

**Descriptive Statistics
Correlations**

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
TC1	100	1.00	5.00	2.6700	1.19810
TC2	100	1.00	5.00	2.9600	1.11844
TC3	100	1.00	5.00	3.2600	1.14256
TC4	100	1.00	5.00	3.3700	1.09779
TC5	100	1.00	5.00	3.5000	1.23501
TD1	100	1.00	5.00	3.5100	1.06832
TD2	100	1.00	5.00	3.4700	1.04886
TD3	100	1.00	5.00	3.2900	1.10367
TD4	100	1.00	5.00	3.3700	1.16042
TD5	100	1.00	5.00	3.4800	1.25110
TM1	100	1.00	5.00	3.6100	1.03372
TM2	100	1.00	5.00	3.6100	.91998
TM3	100	1.00	5.00	3.5800	1.06534
TM4	100	1.00	5.00	3.5400	1.05811
TM5	100	1.00	5.00	3.7200	.93290
TM6	100	1.00	5.00	3.6400	1.07797
TT1	100	1.00	5.00	3.6800	1.05294
TT2	100	1.00	5.00	3.7600	1.00624
TT3	100	1.00	5.00	3.8300	.94340
TT4	100	1.00	5.00	3.8000	.93203
TT5	100	2.00	5.00	3.6500	1.04809
TT6	100	1.00	5.00	3.5700	1.17426
MS1	100	1.00	5.00	3.5800	1.03651
MS2	100	1.00	5.00	3.6200	1.02277
MS3	100	1.00	5.00	3.5200	1.16758
MS4	100	1.00	5.00	3.6100	1.13614
MS5	100	1.00	5.00	3.5000	1.21854

MS6	100	1.00	5.00	3.6100	1.12721
MS7	100	1.00	5.00	3.6300	1.08855
MS8	100	1.00	5.00	3.8400	1.15225
MS9	100	1.00	5.00	3.7400	1.06950
MS10	100	1.00	5.00	3.5900	1.13791
OL1	100	1.00	5.00	3.5400	1.07703
OL2	100	1.00	5.00	3.7400	1.06002
OL3	100	1.00	5.00	3.7000	.96922
OL4	100	1.00	5.00	3.4900	1.15902
OL5	100	1.00	5.00	3.6000	1.01504
OL6	100	1.00	5.00	3.6600	.95579
OL7	100	1.00	5.00	3.6800	1.01384
OL8	100	1.00	5.00	3.6700	1.16389
OL9	100	4.00	5.00	4.6600	.47610
Education	100	1.00	12.00	1.5000	1.16775
Gender	100	1.00	2.00	1.4200	.49604
Age	100	1.00	5.00	2.4000	.69631
Employees	100	2.00	4.00	2.8300	.55149
Position	100	1.00	4.00	2.8200	1.00885
Department	100	1.00	4.00	1.8400	.98186
Time	100	1.00	4.00	2.0900	.66810
Valid N (listwise)	100				

Regression

Notes

	Output Created	27-NOV-2018 17:58:03
	Comments	
	Data	G:\Internship works\SPSS works\SPSS final Training.sav
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	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	100
Missing Value	Definition of Missing	User-defined missing values are treated as missing.
Handling	Cases Used	Statistics are based on cases with no missing values for any variable used.
	Syntax	<pre> REGRESSION /DESCRIPTIVES MEAN STDDEV CORR SIG N /MISSING LISTWISE /STATISTICS COEFF OUTS R ANOVA COLLIN TOL CHANGE ZPP /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT Learning /METHOD=ENTER COM Delivery Motivation /RESIDUALS DURBIN. </pre>
	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.02
Resources	Memory Required	2956 bytes
	Additional Memory Required for Residual Plots	0 bytes

Descriptive Statistics

	Mean	Std. Deviation	N
Learning	3.7489	.59104	100
COM	3.1520	.95224	100
Delivery	3.4240	.86283	100
Motivation	3.6167	.74328	100

Correlations

		Learning	COM	Delivery	Motivation
Pearson Correlation	Learning	1.000	-.006	.045	.552
	COM	-.006	1.000	.128	.109
	Delivery	.045	.128	1.000	.028
	Motivation	.552	.109	.028	1.000
Sig. (1-tailed)	Learning	.	.476	.328	.000
	COM	.476	.	.102	.139
	Delivery	.328	.102	.	.391
	Motivation	.000	.139	.391	.
N	Learning	100	100	100	100
	COM	100	100	100	100
	Delivery	100	100	100	100
	Motivation	100	100	100	100

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Motivation, Delivery, COM ^b	.	Enter

a. Dependent Variable: Learning

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.557 ^a	.311	.289	.49837	.311	14.413	3	96	.000	2.333

a. Predictors: (Constant), Motivation, Delivery, COM

b. Dependent Variable: Learning

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.739	3	3.580	14.413	.000 ^b
	Residual	23.844	96	.248		
	Total	34.583	99			

a. Dependent Variable: Learning

b. Predictors: (Constant), Motivation, Delivery, COM

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics		
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF	
1	(Constant)	2.193	.335		6.542	.000						
	COM	-.045	.053	-.072	-.839	.404	-.006	-.085	-.071	.972	1.028	
	Delivery	.026	.059	.038	.450	.654	.045	.046	.038	.983	1.017	
	Motivation	.444	.068	.559	6.553	.000	.552	.556	.555	.988	1.012	

a. Dependent Variable: Learning

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	COM	Delivery	Motivation
1	1	3.871	1.000	.00	.01	.00	.00
	2	.065	7.732	.01	.89	.19	.03
	3	.049	8.919	.01	.05	.56	.38
	4	.016	15.717	.98	.06	.24	.58

a. Dependent Variable: Learning

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.7487	4.3725	3.7489	.32936	100
Residual	-1.58198	.97546	.00000	.49076	100
Std. Predicted Value	-3.037	1.893	.000	1.000	100
Std. Residual	-3.174	1.957	.000	.985	100

a. Dependent Variable: Learning

