



EMPLOYEES SATISFACTION TOWARDS TRAINING AND DEVELOPMENT PROGRAMMES

Mr. Ganesh Chand

Research Scholar,
Dept. of Commerce,
D.A.V. (PG) College Dehradun,
Uttarakhand,
India

Dr. A. K. Srivastava

Associate Professor,
Dept. of Commerce,
D. A. V. (PG) College Dehradun,
Uttarakhand,
India

ABSTRACT

Training is measured as one of the significant jobs of organizational activity which is more concerns to human resource. The important goals of training are to amend the performance of persons and groups for enhancing output and productivity of the organization cooperatively to maintain its sustainability of long life. It is combination of educational and intelligent processes which develops new concepts and knowledge that change the perceptible and mind set of employees. It helps to improve the skills and performance of employees. Training has direct relation with growth and generally its usages in the form of joint name named training and development.

KEYWORDS: *Training and development programmes, performance, employee's satisfaction, perception of employees training programmes,*

INTRODUCTION

In the present scenario, training & Development have tremendous importance for achieving competitive advantage. Human resource is not only considered important but it also serves as a backbone for every organization. Effective training and development are an investment on Human Resource of an organization with both immediate and long-run returns. Every organization wants to improve its performance but it's not possible without Training & Development of employees. Training and Development have impact on employee's skill, knowledge and on performance as well. It means that employees tend to show more interest towards training and development if they find it for their benefit (Gonchkar, 2012). In Human resource Management, Training and Development is considered as a most effective and modern approach. Training is helpful for an organization in reducing turnover which in result increases employee commitment to the organization. According to (Keep, 2002) training is an essential element for cultural change in an organization, which can be used to enhance employee commitment and to get insight of employees potential Training plays an important role in the achievement of organization goal by creating interest in workforce (R.J, 2002).

OBJECTIVES OF THE STUDY

- To find the employees satisfaction towards training and development programmes.
- To find the perception of employees towards training and development programmes.

HYPOTHESES OF THE STUDY

H01: Employees are satisfied towards training and development programmes

H01: Employees positively perceive training and development programmes.

SIGNIFICANCE OF THE STUDY

The quality of the training provided by the Hero MotoCorp Ltd. & Mahindra & Mahindra Ltd. are very much significant. This study becomes significant for the following reasons: Training and learning are significant inputs in the Hero MotoCorp Ltd. & Mahindra & Mahindra Ltd. for the employees to develop skills and knowledge required of the job. In order to know the nature and quality of training provided and also to improve the quality of training, the current study becomes relevant. Evaluation of training covers every aspect of training and determines whether the training imparted is suitable or required any change. One can say that the absence



of proper evaluation is a major drawback of the training system in any organization.

Determinants of Job Satisfaction

Job satisfaction is a complex variable and is influenced by factors of the job environment as well as dispositional characteristics of an individual. Researchers reviewed more than 150 studies and listed various job factors of job satisfaction. These factors have been arranged according to 3 dimensions namely:

- ❖ Personal Factors
- ❖ Factors Inherent in the job
- ❖ Factors under the control of the management

Personal Factors

Since job satisfaction is subjective to individual experience and expectation, personal life exercises significant influence on job satisfaction. Personal factors include person- job fit the individual employee's personality, age, sex, number of dependents, education, intelligence; time on the job etc. which are collectively called Intrinsic factors. Intrinsic sources of job satisfaction primarily come from within the individual and are essentially longer lasting than the extrinsic sources.

Person-Job Fit

Some research has attempted to investigate the interaction between job and person factors to see if certain types of people respond differently to different types of jobs. This approach posits that "there will be job satisfaction when characteristics of the job are matched to the characteristics of the person" One stream of research has examined this perspective in two ways: (1) in terms of the fit between what organizations require and what employees are seeking and (2) in terms of the fit between what employees are seeking and what they are actually receiving discrepancy theory of job satisfaction and maintains that "satisfaction is a function of the discrepancy between the job outcomes people want and the outcomes they perceive they obtain." Thus, the smaller the discrepancy, the higher the job satisfaction should be for example, a person who desires a job that entails interaction with the public but who is office bound, will be dissatisfied with this aspect of the job.

Personality

Robbins defines personality as "the sum total of ways in which an individual reacts and interacts with others. "Personality often plays an influential role. Certain personality traits have been viewed as an important causes of job dissatisfaction., Type A' personality tend to be more aggressive, set high standards for themselves and therefore are more susceptible to job dissatisfaction. In contract Type Personality to be more relaxed and, this may reflect on their attitudes towards work. Some researcher also found that job satisfaction seemed stable over time and that it might be the product of personality traits. This view holds some truth in that people with a

negative tendency towards life would most likely respond negatively to their jobs even if their jobs changed. On the other hand, people with a positive inclination towards life, would most probably have a positive attitude towards their job as well.

Gender

Gender again play important role in job satisfaction. More and more women are entering the workforce and it has become important to understand how men and women might differ in their job attitudes. There is a large body of research explaining the gender-job satisfaction relationship. However, research in this regard has been inconsistent. Some literature reports that males are more satisfied than females, others suggest females are more satisfied and some have found no differences in satisfaction levels based on gender.

Educational Level

Educational level of an employee also effects job satisfaction level. Generally, more educated employees tend to be less satisfied with their jobs probably due to higher job aspirations. However, research does not yield conclusive relationship between these two variables.

Experience: Job satisfaction tends to increase with increasing years of experience. But it may decrease after twenty years of experience particularly among people who have-not realized their job expectations.

RESEARCH DESIGN

Sample size & Instruments for Data Collection

Data was collected by means of a questionnaire which is filled by the employees towards "Impact of training programmes on employee's productivity in SIDCUL". Two instruments, namely: questionnaire and face to face interview method were used to collect the data and used in the analyses. For the collection of primary data 450 questionnaires were distributed and 400 questionnaires were selected for research purpose. In addition to the questionnaire, oral interview was also advanced to help in efficient collection of data. The questionnaire was contributed to 500 employees of selected company. Researcher personally visit the company and distribute the questionnaire to employees. These interviews have a target of creating a forum whereby reports so got establish with the respondents and the researcher being able to elaborate on questions and terms which are not too clear to the respondents. The questionnaire was developed on Likert scale: strongly agree, Agree, Neutral, Disagree, strongly disagree.

Data Collection Method

Present study is based on the primary as well as secondary source of data. The data has collected through both the sources primary as well as secondary source of data. Secondary data includes journals, books and other materials. The present



study is based on the data collected from all categories of staff in Hero MotoCorp Ltd. and Mahindra & Mahindra Ltd. in (SIDCUL) Haridwar. The secondary data is used as a base for selecting the sample. Through the help of internet as (secondary source of data) researcher selects the Hero MotoCorp Ltd. & Mahindra & Mahindra Ltd. companies for their study. The method of collecting the data for analysis and concluding the result, it was predominantly done through primary source of data involving the use questionnaire and interview. Some sources like books, theses, research papers etc. in the library were also consulted during the literature review.

DATA ANALYSIS & INTERPRETATION

Sample size 400 employees in selected companies in SIDCUL. This study is based on the primary data. Questionnaires are the standardized form which is created and submitted to the respondents to get an idea about their satisfaction level towards training program conducted in Hero MotoCorp Ltd. & Mahindra & Mahindra Ltd in SIDCUL Haridwar. Each questionnaire contained 12 questions from which the respondents are required to select the suitable options and a last question to express their point of view. Further the results that are gathered from these questionnaires are used to evaluate the employee satisfaction level.

Table:1.1 Showing the satisfaction level of employees for the training provided.

PARTICLUR	NO. OF RESPONDENTS	PERCENTAGE (%)
Extremely satisfied	200	50
Satisfied	120	30
Dissatisfied	40	10
Extremely Dissatisfied	40	10
Total	400	100

Chart:1.1 Satisfaction level of employees for the training provided



ANALYSIS: From the table, it is proved that 50% of the respondents are extremely satisfied, 30% of the respondents are satisfied, 10% of the respondents are dissatisfied, the rest of the 10% are extremely dissatisfied.

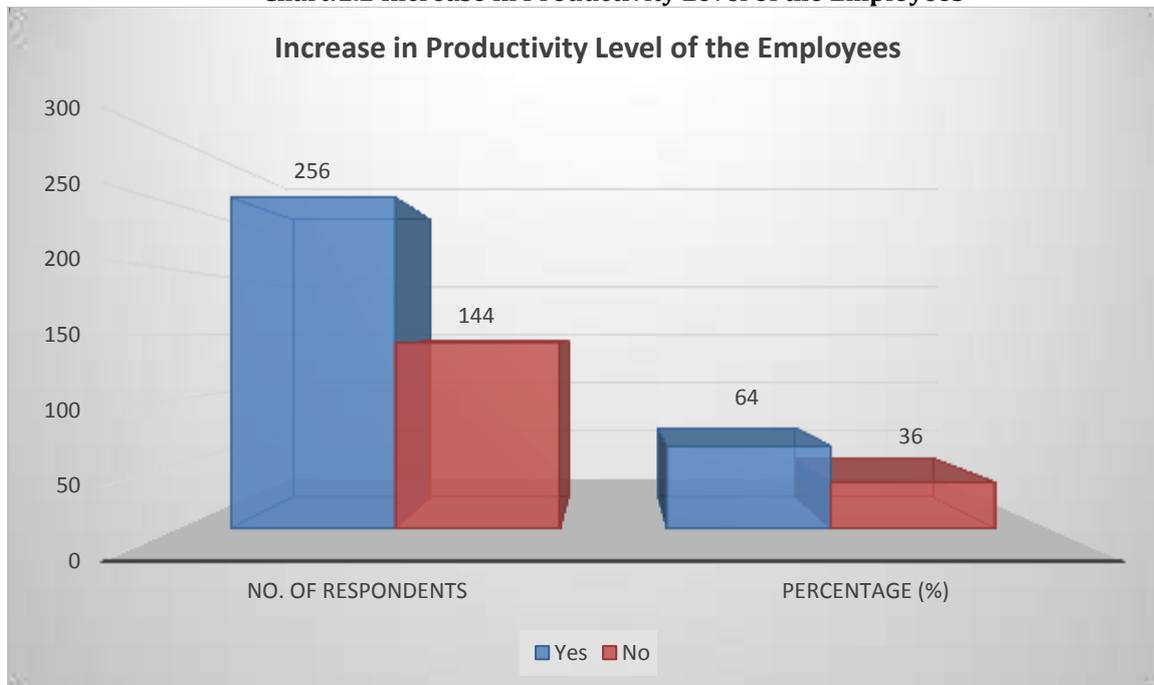
INTERPRETATION: Most of the employees are satisfied with their training programs offered.



Table:1.2 Table showing the Increase in Productivity Level of the Employees.

PARTICULAR	NO. OF RESPONDENTS	PERCENTAGE %
Yes	256	64
No	144	36
Total	400	100

Chart:1.2 Increase in Productivity Level of the Employees



ANALYSIS

From the data, 64% of the respondents have shown that there is an increase in their productivity level as a result of the training program offered by the company, whereas 36% of the respondents have shown that there is no increase in their productivity

level, i.e. the remaining respondents seems to maintain a constant level of productivity.

INTERPRETATION

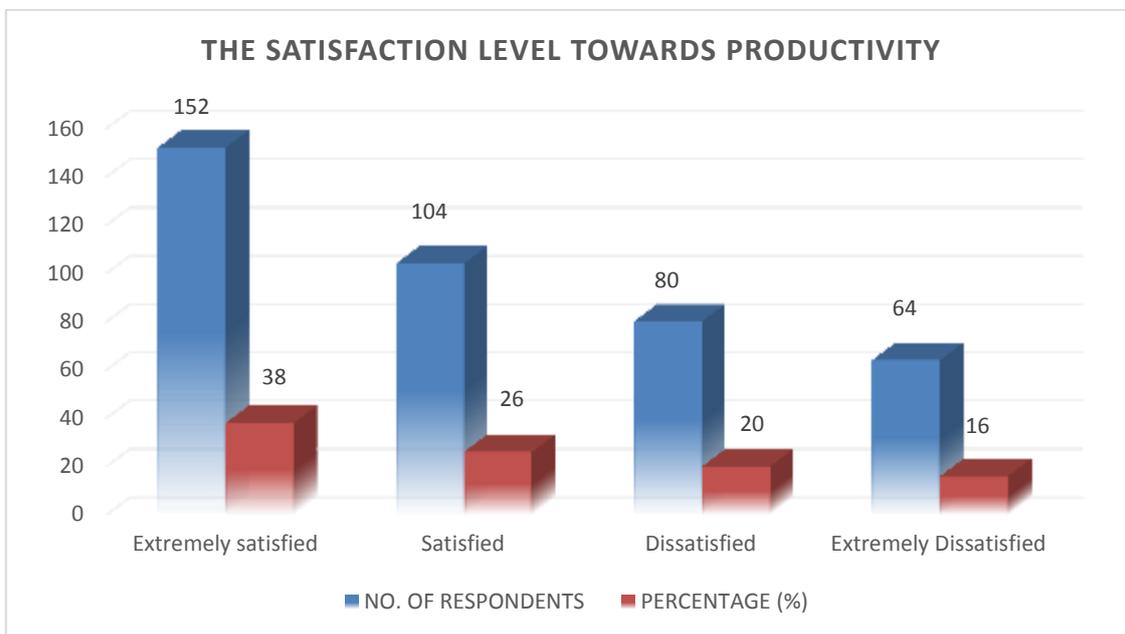
Most of the employees are having the potential to increase their productivity level after attending the training program.

Table:1.3 The table showing the satisfaction level towards productivity

PARTICULAR	NO. OF RESPONDENTS	PERCENTAGE %
Extremely satisfied	152	38
Satisfied	104	26
Dissatisfied	80	20
Extremely Dissatisfied	64	16
Total	400	100



Chart:1.3 The satisfaction level towards productivity



ANALYSIS: From the table, it is clearly stated that 38% of the employees are extremely satisfied with the increase in their productivity level whereas 26% of the employees are satisfied with their increased productivity level, 20% of the employees are

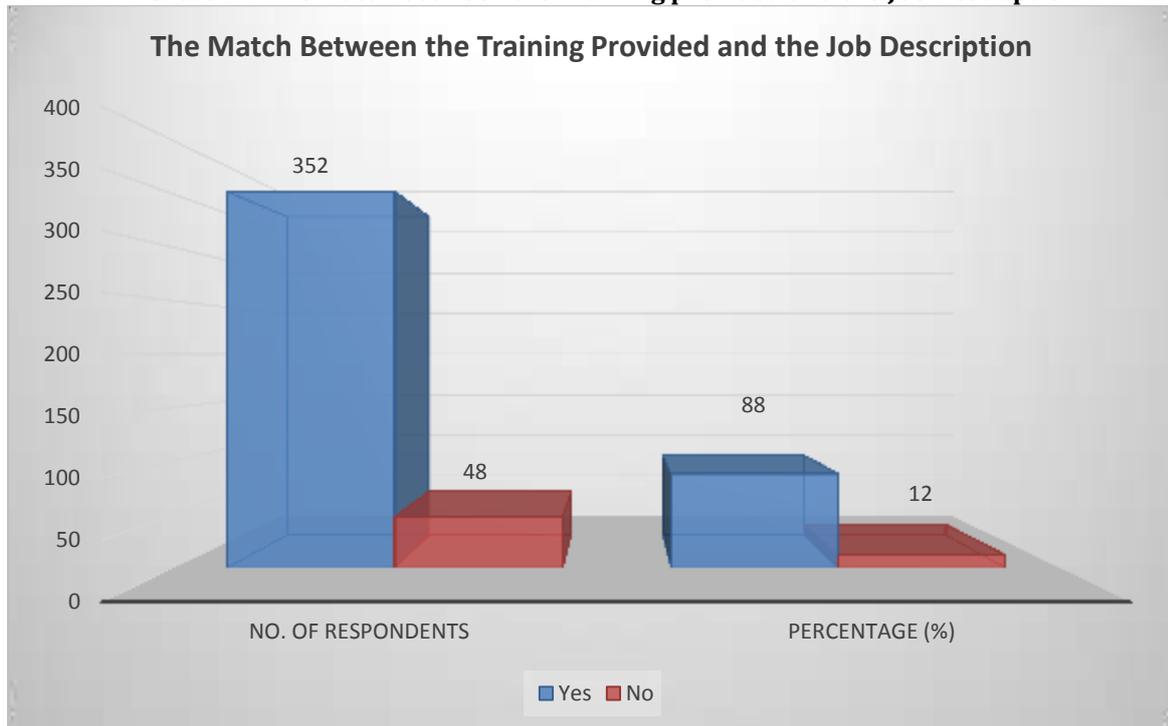
dissatisfied and 16% of the employees are extremely dissatisfied with their productivity level.

INTERPRETATION: More than 60% of the employees are satisfied with their increased productivity level after attending the training program.

Table:1.4 The table showing the match between the Training provided and the Job Description.

PARTICLUR	NO. OF RESPONDENTS	PERCENTAGE %
Yes	352	88
No	48	12
Total	400	100

Chart:1.4 The Match between the Training provided and the Job Description



ANALYSIS: From the above table, it shows that 88% of the respondents training given matches their job description. Whereas 12% of the respondent's training given does not seem to be matching their job description.

INTERPRETATION: Most of the employees agree that there is a match between the training provided and the job description.

- Employees are guided with realistic goals through training, which makes them achieve it during their career process.
- Some of the employees are well equipped with their job resources (or) technology, where some are not equipped it may be due to their nature of work and their job description.

FINDINGS

- From the survey, most of the employees are extremely satisfied whereas the rest are less satisfied with their training programs conducted by the organization, some seem to find difficulty in coping up maybe because of some reasons like lack of attention, poor training or some other issues they deal with.
- Most of the respondents are benefited from the training and are very determined to do their job. Even though workload is heavy or not they are ready to work.
- The result of the satisfaction level towards the increase in productivity after attending the training programs is found to be higher than the average, only few employees are not satisfied towards the increase in productivity level after attending the training programs. International Journal of Pure and Applied Mathematics Special Issue 1694

CONCLUSION

International Journal of Pure and Applied Mathematics Special Issue 1695 In this turbulent business environment where survival of the organizations has become tough focus of the organization is on competent employees. Organizations are focusing more on employees training and development. In this study, it is shown that how the satisfaction level of employees with training and development practices in Hero MotoCorp Ltd. & Mahindra & Mahindra Ltd in SIDCUL Haridwar have been interpreted. As a result of the study, the training and development practices had positive impact on employee satisfaction. Employees were found to be highly satisfied with the variables training methods, training types, delivery and quality of training and development programs, training curriculum, and usefulness of training in enhancing their work performance, and performance and encouragement provided by trainer. Employees felt the need of changes in some areas of training and development like competent professionals, realistic goals etc. The training provided by the company is



more of “On the Job Training” such as Job Rotation, Near the Job training, case study etc. which increased the KSA (knowledge, skill, ability) level of the employees in the organization. Hence, finally it is concluded that more than 50% of the employees are satisfied and benefited from the training program offered Hero MotoCorp Ltd. & Mahindra & Mahindra Ltd in SIDCUL Haridwar. The overall productivity level has been increased leading to the organization’s effectiveness.

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