

A Study On Impact Of Training On Employee Satisfaction

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ABSTRACT

The Training and development programs are well organized in any organization to create a retention level and also it will create employee development on the successful training and development programs that will create great profit in the organization¹. The benefits of training and development are positive individual outcomes as well as positive organizational outcomes. Higher performance, competitive advantage, higher organizational commitment and enhancing organizational retention are some of the benefits of training and development. Training and development programs give positive results when planned effectively. Ineffective training becomes a waste of time and resources for the organization and employees. Butterfly Gandhimathi Appliances Ltd is a public-sector company and it has a well-defined HR department looking for the responsibility of Training and development. This article clearly explains the satisfaction level of an employee who is attaining a training program in BPCL and it is used to find out the output level of an employee who is attended the training.

KEYWORDS: Training, Training Need Analysis

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I. INTRODUCTION

Training is the method of improving an employee's abilities for performing a particular job. There are many forms of preparation, such as task rotation, job training, coaching on job training and case study, role play, industrial visits that come out of work training. Training is a regularly structured program aimed at improving the skills of newly named workers as well as current employees required for job needs. Training is a short-term package which aims to improve performance for individuals and groups in order to increase organizational efficiency. It concentrates on the employees' awareness, actions and attitude. Training mitigates the difference between workers' current competencies and desired skills. Training can be on-the-job and off-the-job depending on how workers get workplace expertise or training enhances employee productivity. This offers complementary expertise and know-how for running equipment and carrying out operations. Wastage can be reduced. With limited resources they can achieve the maximum output.

OBJECTIVES OF THE STUDY

PRIMARY

To analyze the employee satisfaction towards the training program

SECONDARY

1. To create the satisfaction level of the employees in the training program
2. To identify the productivity level of the employee from the training program
3. To suggest the suitable measures for the training program in the organization
4. To assess the employee's perception towards training program in the organization
- 5.

NEED FOR THE STUDY

1. To gain knowledge about the training process of the company.
2. To focus on the employee satisfaction level towards training.
3. To know about employee behavior before and after training.
4. To find out the training process/strategy of the company.
5. To find out the KSA (knowledge, Skills, Abilities) level of the

II. REVIEW OF LITERATURE

Sajuyigbe and Amusat, (2012) reported that training and development improve personal work satisfaction. Muhammad, Sajuyigbe and Amusat 2012 noticed that training not only improves the efficiency of the employees but also allows them to empower and established experiencing a relationship with the organization. Training and development systems if successful can only generate employee satisfaction².

(Imran & Tanveer, 2015) Work practices are constantly changing, so if employees are not provided with adequate knowledge and do not have the chance to learn new things they may feel hurdles in skills to perform their job, the training process is a continuous process to enable employees to respond effectively to changes taking place around them⁵

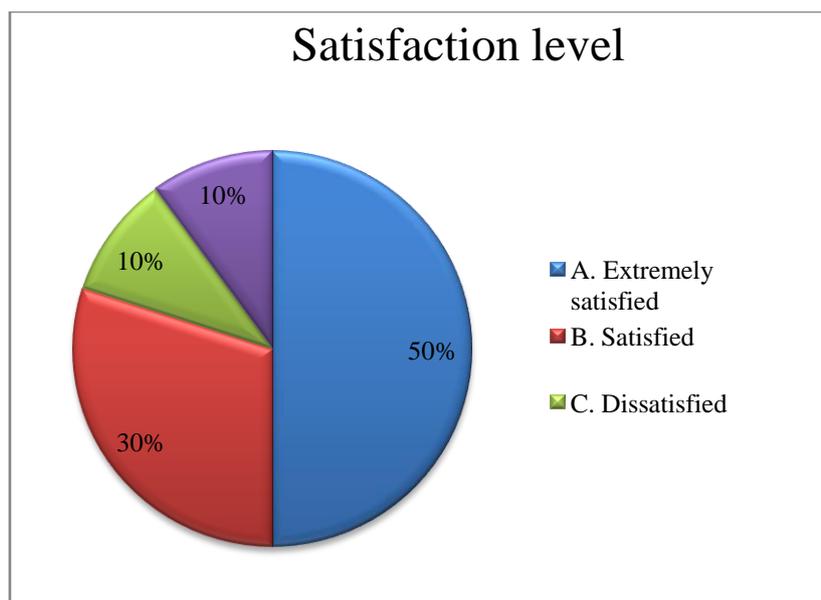
III. RESEARCH METHODOLOGY

DATA ANALYSIS

Satisfaction Level of an Employee

PARTICULARS	NO.OF. RESPONDENTS	PERCENTAGE
Extremely satisfied	25	50%
Satisfied	15	30%
Dissatisfied	5	10%
Extremely dissatisfied	5	10%

ANALYSIS:Based on the table it is inferred that most of the respondents are extremely satisfied in the culture of the organization and 30% of the respondents are satisfied with the culture of the organization. The remaining 20 % of the employee from 10% are dissatisfied and extremely dissatisfied



The table shows the result of the respondents on whether Employee's Qualification matches the Job Description.

PARTICULARS	NO. OF. RESPONDENTS	PERCENTAGE
Yes	35	70%
No	15	30%

ANALYSIS:Based on the data it is observed that 70% of the employee is accepted that their educational qualification matches the job description. And the remaining 30% of the employees are not accepted that their educational qualification matches the job

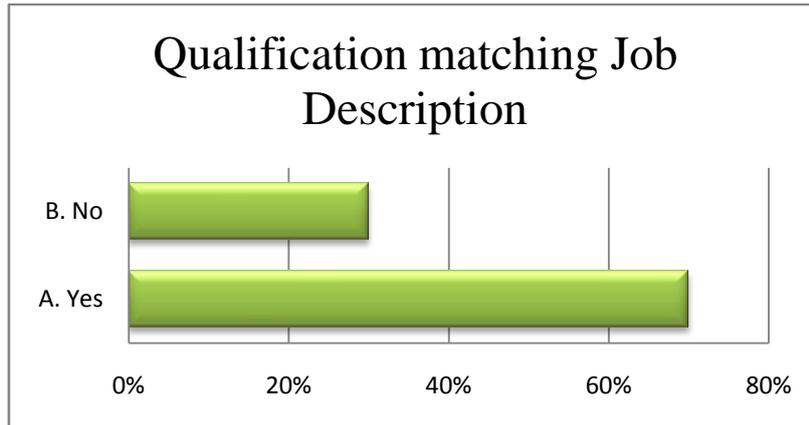
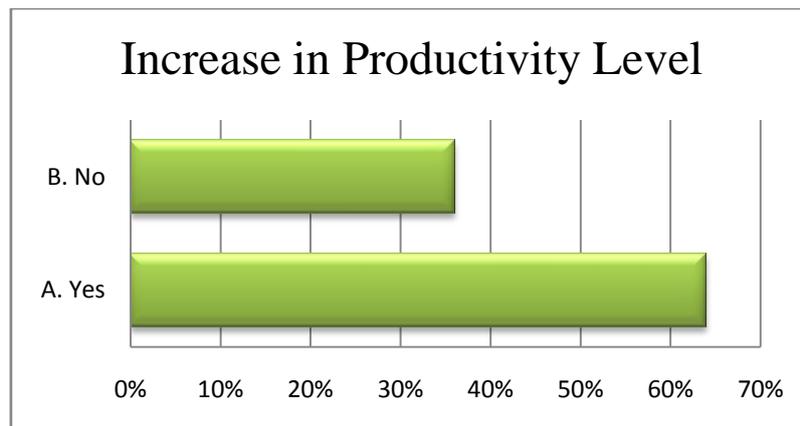


Table showing the Increase in Productivity Level of the Employees.

PARTICULARS	NO.OF. RESPONDENTS	PERCENTAGE
Yes	32	64%
No	18	36%

ANALYSIS: Based on the results, it is estimated that 64 percent of respondents showed that their level of productivity is increasing as a result of the training program provided by the organization, while 36 percent of respondents showed no increase in their level of productivity, i.e. the remaining respondents tend to maintain a constant level of productivity.



The table showing the satisfaction level towards productivity

PARTICULARS	NO.OF. RESPONDENTS	PERCENTAGE
Extremely satisfied	19	38%
Satisfied	13	26%
Dissatisfied	10	20%
Extremely dissatisfied	8	16%

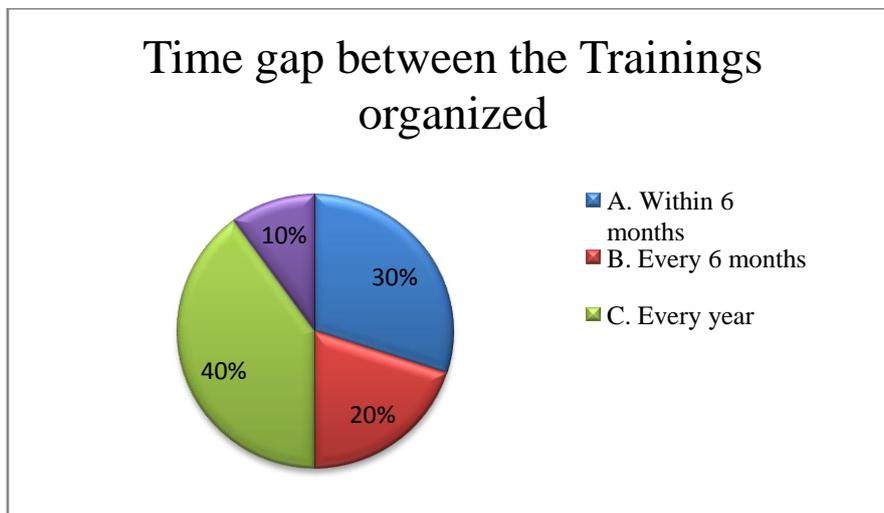
ANALYSIS: It is mentioned from the table that 38% of employees are extremely pleased with the rise in their level of productivity, while 26% of employees are pleased with their increased level of productivity, 20% of employees are dissatisfied and 16% of employees are extremely dissatisfied with their level of productivity.



The Table showing the Time Gap between the Trainings organized.

PARTICULARS	NO.OF. RESPONDENTS	PERCENTAGE
Within 6 months	15	30%
Every 6 months	10	20%
Every year	20	40%
More than 1 year	5	10%

ANALYSIS: According to their job description or title, the respondents listed specific time intervals between their training programs from the table above. Thirty percent of respondents received training within six months, 20 percent of respondents received training every six months, 40 percent of respondents received training each year, and 10 percent of respondents received training with a period of more than one year.



CHI SQUARE TEST

NULL HYPOTHESIS (H₀): There is no significant difference between the overall employee satisfaction and the employee satisfaction towards productivity level.

ALTERNATE HYPOTHESIS (H₁): There is a significant difference between the overall employee satisfaction and the employee satisfaction towards productivity level.

LEVEL OF SIGNIFICANCE: @5%, α = 0.05

TEST STATISTIC:

CHI SQUARE: $X^2 = \sum(O-E)^2 / E$

(Where, O = observed frequency, E = expected frequency)

E = RT*CT/GT

(Where, RT = row total, CT = column total, GT = grand total)

DEGREE OF FREEDOM: (r-1) (c-1)

TABLE 1: OBSERVED FREQUENCY (O)

→ Overall Employee satisfaction	Extremely Satisfied	Satisfied	Dissatisfied	Extremely Dissatisfied	TOTAL
Satisfaction towards productivity level					
Extremely Satisfied	10	9	0	0	19
↓ Satisfied	5	3	2	3	13
Dissatisfied	5	3	1	1	10
Extremely Dissatisfied	5	0	2	1	8
TOTAL	25	15	5	5	50

TABLE 2: EXPECTED FREQUENCY (E)

→ Overall Employee satisfaction	Extremely Satisfied	Satisfied	Dissatisfied	Extremely Dissatisfied	TOTAL
Satisfaction towards productivity level					
Extremely Satisfied	9.5	5.7	1.9	1.9	19
Satisfied	6.5	3.9	1.3	1.3	13
Dissatisfied	5	3	1	1	10
Extremely Dissatisfied	4	2.4	0.8	0.8	8
TOTAL	25	15	5	5	50

OBSERVED FREQUENCY (O)	EXPECTED FREQUENCY (E)	(O-E)	(O-E) ²	X ² = Σ(O-E) ² / E
10	9.5	0.5	0.25	0.026315789
5	6.5	-1.5	2.25	0.346153846
5	5	0	0	0
5	4	1	1	0.25
9	5.7	3.3	10.89	1.910526316
3	3.9	-0.9	0.81	0.207692308
3	3	0	0	0
0	2.4	-2.4	5.76	2.4
0	1.9	-1.9	3.61	1.9
2	1.3	0.7	0.49	0.376923077
1	1	0	0	0
2	0.8	1.2	1.44	1.8
0	1.9	-1.9	3.61	1.9
3	1.3	1.7	2.89	2.223076923
1	1	0	0	0
1	0.8	0.2	0.04	0.05
			TOTAL	13.39068826

DEGREE OF FREEDOM: (r-1) (c-1)
 = (4-1) (4-1) = (3) (3) = 9

COMPARISON:

Calculated value: 13.39068826, Table value (at 9df): 16.91913.39068826 < 16.919

The calculated value is less than table value (i.e. CV < TV), we accept H₀ and reject H₁. Since CV is less than TV we accept the null hypothesis (H₀) that, there is no significant difference between the overall employee satisfaction and the employee satisfaction towards productivity level after attending the training program.

FINDINGS

1. From the survey, most of the employees are extremely satisfied whereas the rest are lesser 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.
2. Some of the employees find difficulty in getting along with the training and their actual job description, whereas most of the employees are comfortable with it.

3. Most of the respondents are benefited from the training and are very determined to do their job. Even though the workload is heavy or not they are ready to work.
4. Based on the data it is inferred that most of the employees agree that their productivity level has been increased through the training program conducted, whereas some of the employees find that their level of productivity is the same.
5. 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 a few employees are not satisfied with the increase in productivity level after attending the training programs.
6. Employees are guided with realistic goals through training, which makes them achieve it during their career process.
7. The Training provided by the company over a particular period is sufficient for the employees to cope up with the work.

IV. SUGGESTIONS

A different training method or a better training strategy will try adapted to bring more awareness of the training program between the employees, as the employee's perception towards training is less adequate. Training sessions should not be very long instead of small and more frequent sessions. If the employees are subject to any doubts or questions during the program, they should be given first preferences to give the appropriate answers, as well as the employees should be efficiently guided with realistic goals to be achieved. This is to make employees more efficient and productive⁵.

The organization must take further steps in bringing out the importance of the training programs as it is the first step to productivity and brings organization effectiveness. Organizations should take care to increase the confidence of employees that they take care of them. This can be done by increasing the number of training and development programs both at managerial and non-managerial levels.

V. CONCLUSION

As a result of the study, the training and development practices had a positive impact on employee satisfaction. Employees were found to be highly satisfied with the variables training methods, training types⁵, 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 the trainer. Employees felt the need for 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. Hence, finally, it is concluded that more than 50% of the employees are satisfied and benefited from the training program offered by Butterfly Gandhimathi Appliances Limited. The overall productivity level has been increased leading to the organization's effectiveness.

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