

TRAINING AND DEVELOPMENT THAT FUELS SUBSTANTIAL TRANSFORMATION OF EMPLOYEE'S JOB SATISFACTION: A REVIEW PAPER

Mrs. Anuradha Pandey

Research Scholar

Sarvepalli Radhakrishnan University, Bhopal (MP)

anuradda.pandde@hotmail.com

Dr. Kumkum Singh

Associate Professor (HOD-MBA Department)

Sarvepalli Radhakrishnan University, Bhopal (M.P.)

Kumkum29981@gmail.com

ABSTRACT

Training and development have long been concerned with human resource management, job satisfaction, loyalty and inspiration in organizational context. Hence, employees are considered human capital of the organization. Top management have realized the importance of training and development to increase the job satisfaction and performance of the employees at workplace. Training and development are the key to success of the organization. Training and development have become the center part of the organization to retain the multitasking employees. The purpose of this study is to find out the impact of employee training on job satisfaction. The outcome of this study is to relate the employee training with job satisfaction to contribute the success of the organization. This is a conceptual review paper based on secondary source of data aimed to study the impact of training on employee job satisfaction and to provide suggestions as how to improve job satisfaction by practicing "Affect theory" of job satisfaction. Future research is required to further study the impact of training and development on employee job satisfaction, with view to develop true framework for measuring job satisfaction of employees.

Keywords: Training, Job satisfaction, loyalty, inspiration, Affect theory, Training strategies

Introduction

Training and development are considered one of the best human resource practices as compared to other HR practices. Training and development improve the performance of the employees and proved an assistance to the organizations for achieving the goals. Many studies demonstrate that training and development have direct impact on job satisfaction at workplace. Training helps employees to improve their performance, skills and update their knowledge. By implementing effective training and development programme employees can achieve their individual goals along with organizational goals. Multitasking, updated knowledge, talented workforce is the need of global market. Employees are the mirror of the organization as they directly interact with the customer. It is necessary that they should be trained well and updated with the latest technology to handle the issues faced by the customers. A sound training will not only help the organization to achieve its success but also to the employees to achieve the job satisfaction. Trained employees are happy, satisfied and more productive as they know what is to be done. Effective training will help the organization to reduce the attrition rate of the employees, as they will stay back longer with the organization as compared to other untrained employees. Training helps to reduce the employee's complaint about their job, responsibilities, and performances as they are already aware with the expected outcome of their contribution. Training helps the employees to build up their confidence, update their knowledge to perform the duties well at the workplace. Training is future investment over the new and existing employees of the organization, so it is important to select the appropriate training methods and strategies to train the employees. A sound training program will help the organization to develop more talented, multitasking and committed employees. Well-designed training program will meet the job satisfied level of the individuals at the workplace as they will feel motivated towards their duties and responsibilities (MC kinsey, 2006).

The organization with trained, skilled, and talented employees have high success rate than compared to others who are lacking in training and development practices. Hence consistency in training and development will improve overall employees' personality, presentation skills, knowledge, and experience with respect to the job profile with the help of training and development program organization can develop more talented, multitasking, and skilled employees (Ristow, 2009).

Training and development are a key remedy for employee job satisfaction and should not be ignored by the organizations because due to loss of job satisfaction employees leaves their jobs. In implementing training and

development of employees it is important to allow employees to practice whatever they have learned during training.

Job satisfaction is a psychological process of feelings, liking and disliking of a person for his or her job. Job satisfaction is mind set of people after comparing their contribution with others. When employee feels happy and motivated at his workplace, we can say that he is satisfied with his job. Job satisfaction defines performance of the person. Job satisfaction is directly connected with the training and development of the organization. Work related job satisfaction and customer satisfaction are intrinsically linked. That the goodwill of the organization with its customers correlates the bonding with its employee and organization. In essence, happy employees will have the power to deliver happy customers. According to Glassdoor research, 2015- 10% increase in employee engagement boosts quality of service by 5% and profits by 2%.

Organizations are investing huge amount of money and resources in improving job satisfaction at workplace from training and development to team building exercises. Organizations have realized the importance of fun, play and job satisfaction at workplace because these are the key factors of happiness, productivity, staff retention and employee wellbeing (Mckee, 214).

Statement of the problem

The important role of training and development in enhancing job satisfaction is not up to the mark. Although the significant impact of training and development on employee's job satisfaction has received more attention from academic and researchers, very few of these studies have focused on employee job satisfaction within the organizations. Employees do not feel inspired by the training and development offered and this has impacted negatively on their job satisfaction level. Employees are not happy by the kind of training they are offered. Training activities are not designed as per employee's job needs. There is a gap between employee job needs and training activities. This has adversely impacted on the growth of the organization. The impact of training on organization's objective has not been investigated and documented properly. This in spite of the significant contribution to the organization training and development activities have been shown to be unreasonably low.

Research objective

- To relate the significance of Training and employee job satisfaction.
- To develop a framework on job satisfaction level with the help of "affect theory".

Review of Literature

Well-trained employees will be utilized properly for the organizational growth with minimum wastage of time, cost and supervision (C.B. Mamoria, 1995). Smooth delegation of authority and responsibility is possible in case of well-trained resources at the workplace (Ohabunwa, 1999). An employee attitudes and job satisfaction found that there is a need for scientific HR practices at the workplace because job satisfaction, employees' attitude should be closely monitored by HR managers and regular feedback should be given to the employees regarding adequate action plans (Lise M. Saari et al, 2004). Job satisfaction belongs to individual achievement and success. Job satisfaction is related to employee liking and motivation while doing the job at workplace. It is directly linked with the improved performance, achievement of organization goals and personality development (Kaliski, 2007, Aziri, 20011).

Employees hold different perception with respect to their working conditions, organizational culture, job profile, organizational behaviour of their superiors and subordinates also the kind of salary which they are drawing as compared to their colleagues (George and Jones, 2008). Job satisfaction must be considered as an important element of HR practices to motivate the employees and get the better results. Therefore, different motivational theories and leadership styles should be followed by the organizations to achieve the job satisfaction levels of their employees. Because what motivates one person may not motivate another person. People have different likings and satisfaction as per their choices and comfort zones (Raziq and Maulabaksh, 2005). To develop more satisfied employees along with improved productivity the managers need to implement effective leadership styles and they should encourage workers participation in every decision making related to their organizational goals achievement. Employees should be encouraged to come forward with their innovative ideas and suggestions, so that they will feel connected with the organization and a sense of authority and responsibility will emerge among the employees (Brenninger, 2011). The subject literature review indicates a strong relationship between job satisfaction and effective training and development programs, which will further lead to happy, motivated employees for the organization's success.

Training refers to a planned intervention aimed at enhancing the elements of individual job performance" (Chiaburu and Tekleab, 2005). It is all about improving the skills that seems to be necessary for the achievement

of organizational goals. Training programs, may also help the workforce to decrease their anxiety or frustration, originated by the work on job (Chenet al., 2004). Those workers who feel themselves to be unable to perform a task with the desired level of performance often decide to leave the firm (Chen et al., 2004), otherwise their stay at firm will not dd to productivity (Kanelopoulos and Akrivos, 2006). The greater the gap between the skills necessary and those possessed by the workforce, the higher the job dissatisfaction of the workers. Training may also be an efficient tool for improving one’s job satisfaction, as employee better performance leads to appreciation by the top management, hence employee feel more adjusted with his job (Rowden, 2002). Trained employees are more able to satisfy the customers (Rowden and Conine, 2005). Employees who learn because of training program shows a greater level of job satisfaction along with superior performance (Tsai et al., 2007).

Research Methodology

This is an exploratory research based solely on insights drawn from the analysis of the existing literature of different studies, reports, periodicals, and books related to the topic of study to investigate the relationships between training and employee job satisfaction. This research work will serve to help acquire useful information or knowledge about the subject area. Edwin A. Locke’s ‘Affect theory’ a job satisfaction model Approach on Training and Development was adopted as a framework for the study.

Training strategies

Sound planning is needed for the successful execution of business strategies. Therefore, it is important to develop a human capital for organizational growth. A strategic training model will attract and retain the employees in the organization. (Pool and Jenkins, 1996), there are few training strategies which will help the organization to deliver the training modules effectively they are as follows:

- Training objectives should be linked with organizational objective.
- Improve the job satisfaction, motivation, and performance.
- Training module should be based on time and motion study (reduced time to complete the task).
- Training module should be customised based on employee’s choice, need and convenience.
- A sound training design must consider both internal and external resource person for conducting the training.
- Training advantages should be communicated to the employees before conducting training.

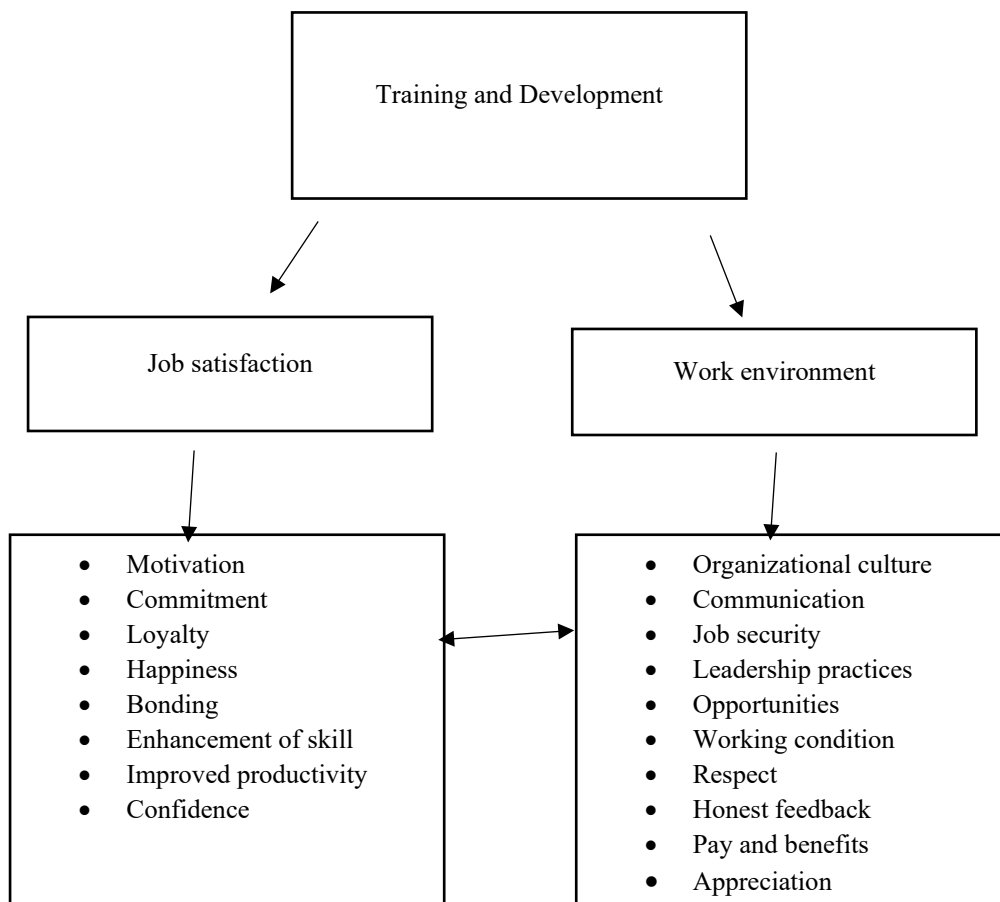


Figure no. 1 Conceptual framework of Training and Development and Job satisfaction (Source: Developed from reviewed literature; Joshua Bourne, 2020, Rashad Yazdanifard, Augustine Ore Ogunjobi, 2010, Novid Parsi, 2022).

Conceptual framework of Training and Development and Job satisfaction: Conceptual framework of training and development and job satisfaction have been represented through figure 1. If top management will ignore the sentiments of employees, they might feel insecure about their job leading towards disappointment. Apart from this there are several reasons for job dissatisfaction like employee may not have the complete knowledge of his job profile at the beginning of his tenure, poor work habits. So due to inadequate knowledge about the job profile will result in to non-competitive employee, hence training and development is needed to make the employee competitive and satisfied.

Job satisfaction is linked with feelings and expectations of employees, they assume high salary and compensation from their present work. A sound training and development module can help them to accept the real contributions made by them and not to develop faulty expectations.

Training and development are vital element of job satisfaction and career development of employee, Organizations are expected to take in to consideration on top priority for Training and development. When employee feels there is a bright future for them, they are more satisfied and happier. Training and development help employees to develop organizational skills, knowledge, skills and abilities to perform a particular job. Employees will feel motivated if they are appreciated, respected and have attractive job profile. This can only be achieved through employee training and development. The fundamental aim of training is to help organization to achieve its goals by developing motivated and satisfied employees.

A well-executed training and development programme would be able to retain employees and reduce the attrition rate. Training is the key factor for employee motivation and job satisfaction, which will enhance the continuous growth and development of skills at workplace. Training and development create some level of bonding, attachment and loyalty among the employees for their organizations.

Researchers views and suggestions

The subject to the literature review, data collection and analysis of the studies, reports, periodicals and books related to the topic of the study, the researcher found that training and development has direct impact on employee's job satisfaction. Training will help the organization to motivate the employees and contribute more for organizational growth and development. But if training programs are not designed as per the need and requirements of the organization, it will fail and training will increase the cost of the organization instead of saving the cost on manpower. So how do the management will come to know when training is needed and what type of training strategies will help the employees to meet their job satisfaction level. The researcher has devised guidelines suitable for all the organization to involve the employees for setting and designing the training objectives.

Affect theory approach

Affect theory was developed by Edwin A. Locke in the year 1976 and it is considered the most famous job satisfaction model. Another name for Affect theory is "Discrepancy theory". According to this theory individual's feeling describes the job satisfaction level rather than fulfilment or unfulfillment of their needs. A person's satisfaction is referred to as how much of something is needed. Discrepancy theory suggest that dissatisfaction will occur only when a person receives less than what they want. Employees develop their own perception and evaluation about their work experience, liking or disliking of their job profile, designation, organizational culture and welfare facilities provided by the organization. They will develop the feelings of satisfaction or dissatisfaction about the organization with which they work. Individual considers their own preferred choices, likings or disliking's about their job in spite of all the facilities provided to them. Affect theory will help the organization to find out the various factors of job satisfaction based on persons choice also this theory will help the organization to meet the higher level of job satisfaction. Affect theory will guide the organization about deeper understanding of the situation and develop the plan of action to handle the situation. There are few general guidelines which can be practiced by the organization for involving their employee's for setting of new goals and assessing the job satisfaction of the employees. They are as follows: -

- Employees participation in setting of training objective.
- Use the SMART (specific, measurable, acceptable, realistic, time-bound) to define the training objectives.
- Employees participation for individual training goal setting.
- Monitor the progress of individual after training.

- Honest feedback about individual contribution.
- Reward the employee's progress.

Hence with the help of above-mentioned points organization will be able to understand the individual job satisfaction and employees will also feel connected about the training programs as they have projected the training objectives.

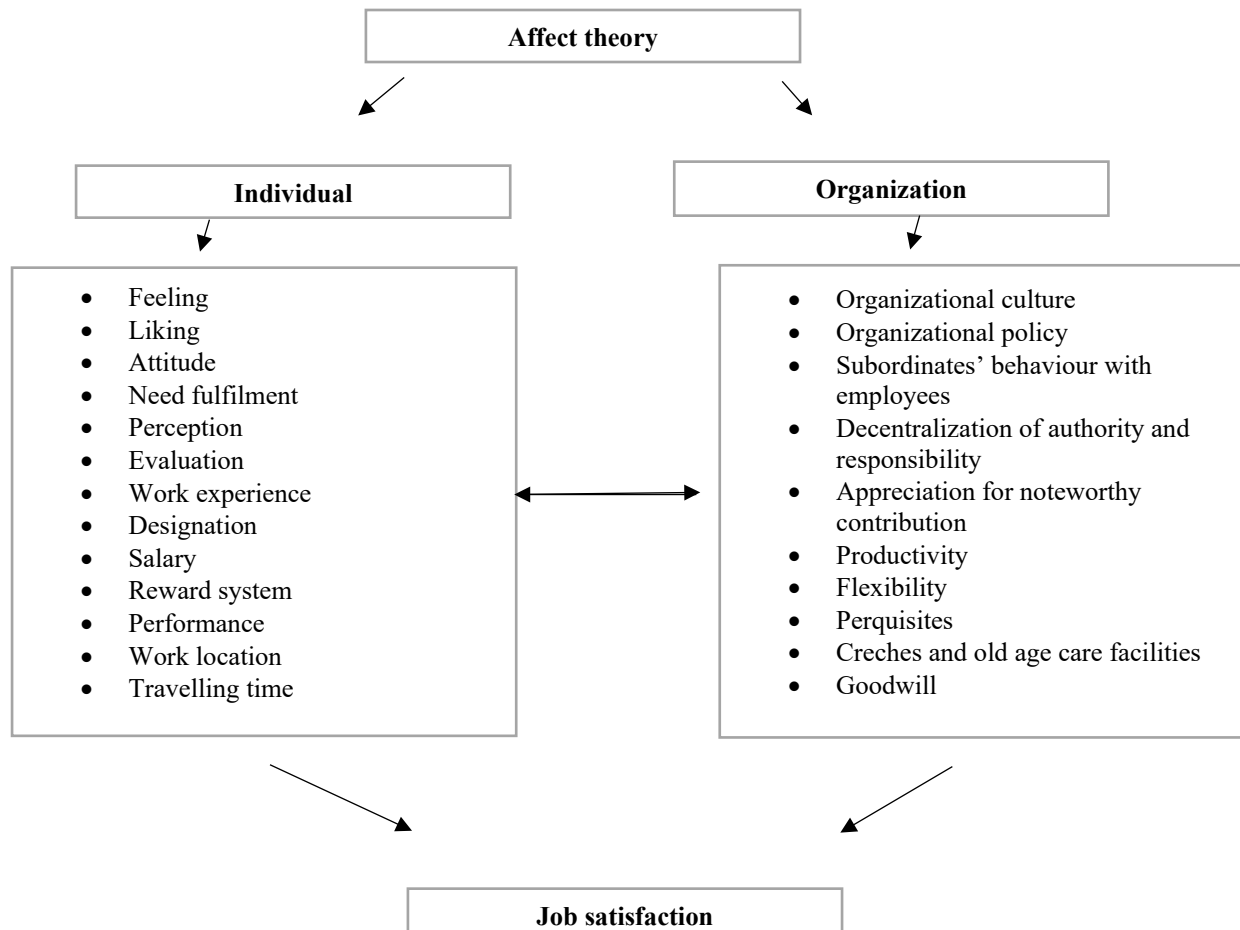


Figure no. 2 Conceptual framework of Affect theory (Source: Developed from reviewed literature; Edwin A. Locke, 1976, Skaalvik and Skaalvik, 2011, Armstrong, 2006, Novid Parsi, 2022).

Conceptual framework of Affect theory: Conceptual framework of Affect theory has been represented through figure 2. According to management consulting firm Mercer's Global Talent Trends survey report, 2022, responses from 16 countries and 13 industries workers, only 39 percent of employees globally and 43 percent of U.S. workers are satisfied with their current organization.

Employees need in the workplace are not fulfilled by the organizations. Its organizational responsibility to understand and make best attempt to fulfil their needs (Kate Bravery, Global practices leader of Mercer's business).

Only 10 percent of company leaders believe that their organizations primary purpose is to inspire their employees. During Pandemic, employees have been attracted to organizational values, commitments, diversity, equity and inclusion as well as employees physical, mental, social and financial well-being. A company's values should be its brand (Reichheld from his book *Winning on Purpose: The Unbeatable strategy of loving customers*, Harvard Business Review Press, 2021).

Having more than 19,000 U.S. employees, organizations have to listen to their employees and make sure what we are providing is what employees are asking for. Organization needs to conduct job satisfaction survey of their employees on regular basis and to find out the ways to improve it. So, we have to listen to the employees

and make sure what we are providing in return what they are asking for. (Amy deCastro vice president HR at Schneider Electric U.S. based multinational; company).

Almost one third of employees (32%) would stay back with their organization due to flexible work (Mercer's survey).

When employees are satisfied with their flexibility, they are 2.6 times more likely to report being happy. And happy workers are more productive (LinkedIn report on global talent trends, 2022).

To be successful leader one has to develop as much human connectedness and social interaction beyond the workplace. Treat people on personal note with their career goals. Employees might be happy enough with their jobs, but they won't stay longer with the organization if they don't find long term future for themselves. Before the Pandemic, the employee's retention strategy was different but now the situation has changed, one time reward or bonus would not be employee loyalty booster. So there has to be short term booster for employee loyalty and retention ratio. Managers needs to have a better understanding of what employees need and what organizations are giving them.

Findings

- Training and development plays very important role in retaining employees.
- Well executed affect theory would be helpful for better understanding of employees need and organizational support.
- Enough time should be given to the employees to practice the knowledge gained from training.
- Happy employees would be more satisfied and motivated at the work place.

Conclusion

Job satisfaction is about individuals feeling regarding his / her job, job profile and organizational culture. Job satisfaction refers to a person's perception about their work, they prefer to like or dislike their own contribution for the organization. Job satisfaction also depends about the management practices, leadership style, communication and the way organization treat their employees. Job satisfaction is an indicator of employee's feelings about their job, work behaviour, organizational citizenship, psychological work contract, absenteeism and employee turnover ratio. Some of the organization plan their training program without identifying employee training need, also they don't consider the employees knowledge abilities and skills for the training. Organization designing the training modules without employee's participation will not be able to give you desired result. Hence employee's must be involved for the training need analysis process. Because training is directly related with the feelings and liking of the employees further which will lead towards employee's job satisfaction.

Employee training and development can not stand as a remedy for job satisfaction. As a matter of fact, there are several other factors are also involved like job security, communication, leadership practices, organizational culture, career growth, working condition, pay and other benefits and fairness in recognition that can lead to a high level of job satisfaction of employee. Despite of this however training and development still remains a key remedy for job satisfaction that can not be neglected today by any organizations. Finally, while implementing training and development in organization, it is important to give liberty to employees to practice training at workplace. This will motivate as well as give them a sense of belonging towards their organization.

References

- African Journal of Economic and Management Studies.1(2).pp.128-137.
(<https://www.emerald.com/insight/content/doi/10.1108/20400701011073455/full/html>).
- Anonymous. (1998, Sept/Oct). What nonprofits need to know about technology. *Nonprofit World*, 16, 38.
- Arnoff, J. (1971) Achievement Motivations Training and Executives advancement, *Journal of Applied Science* New York Vol. 7(1).
- Bartel, A.P. (1994), "Productivity gains for the implementation of employee training programs", *Industrial Relations*, Vol. 33 No. 4, pp. 411-28.
- Bartel, A.P. (1994), "Productivity gains from the implementation of employee training programs", *Industrial Relations*, Vol. 33, pp. 411-25.
- Baruch, Y. (2006), "Career development in organizations and beyond: balancing traditional and contemporary viewpoints", *Human Resource Management Review*, Vol. 16, pp. 125-38.
- Cranny, C. J., P. C. Smith, and E. F. Stone. *Job Satisfaction: How People Feel About Their Jobs and How It Affects Their Performance*. New York: Maxwell Macmillan International, 1992
- Customer service levels. *International Journal of Quality and Service Sciences*. 5(2) pp.230-252.

- Decisions Guercini. S., 2014. New qualitative research methodologies in management. management. 52(4). pp.662 - 674.
- Dimba, K. B., 2010. Strategic human resource management practices: effect on performance, (<https://www.emerald.com/insight/content/doi/10.1108/20400701011073455/full/html>).
- Fan, Q., 2009. Study on the Issue of Staff Training in Business Hotel. International Journal of Business and Management 4(8).
- Fox, A., 2008. Get in the business of being green. HR Magazine. 53(6). pp.44-50.
- Hafeez, K. and Aburawi, I., 2013. Planning human resource requirements to meet target
- Joshua Bourne, PsychD, 2020, What Is Job Satisfaction and Why Is It Important?, Positivepsychology.com
- Paul. E spector, 2012, Job Satisfaction: Application, Assessment, Causes, and Consequences, Sage Inc publication.
- Rashad Yazdanifard, Augustine Ore Ogunjobi, Training and Career Development: A Remedy for High Attrition Rates In Organizations, International Conference on Management Science (ICMS 2010), Zhengzhou, China.