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Study of Employee Satisfaction on Training Parameters

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Abstract: Human resource is the life blood of every organization. Only through well-trained personnel, an organization can achieve its goals. Training is the nerve that suffices the need of fluent and smooth functioning of work. Employee training is the important sub-system of human resource management as it is the act of increasing the knowledge and skills of an employee for doing a particular job which helps in enhancing the quality of work life of employees and organizational development too. Organizations employing people need to train and develop their staff which will have a positive impact on employee development and overall growth of the organization.

This paper attempts to study the satisfaction level of employees on various Training Factors in the Dongkuk Union Steel of India Private Ltd. (Greater Noida).

INTRODUCTION

In the changing phase of the market, there is a great pressure of work on the shoulders of management to make necessary changes at the workplace as per the requirement of the job so as to achieve success in this competitive world. To survive in the competition and to meet the requirements, organization should be

dynamic in its policies and procedures, technology and most importantly its workforce. No organization can get a candidate who exactly matches with the Job and the organization requirements. Here comes the role of training which is significant for giving a dynamic approach to the organization. Because every organization that adopts a controlled way of functioning may not be able deliver consistent results but a dynamic and flexible organization may do so.

Training is an indispensable part of HR functions in every organization. Training now has become a pervasive function across all organization irrespective of their size and structure. Training refers to an act of increasing the knowledge and skills of an employee for doing a particular job. Training bridges the gap between job needs and employees skills, knowledge and behavior. Training proves to be a parameter for enhancing the ability of the workforce for achieving the organizational objectives. Training is a learning experience which has a capacity to make positive changes and reach up to the desired objectives of the organization. It improves the ability of the employee to perform the job efficiently and with excellence.

Training is needed to serve the following purposes:

- Newly recruited employees require training so as to perform their tasks effectively.
- Training is necessary to prepare existing employees for higher level jobs.
- Existing employees require refresher training so as to keep abreast of the latest developments in job operations. In the face of Rapid technological changes, this is an absolute necessity.
- Training is necessary to make employees mobile and versatile. They can be placed on various jobs depending on organizational needs.
- Training is needed to bridge the gap between what the employee has and what the job demands.
- Training is needed to make employees more productive and useful in the long run by increasing employee productivity, job satisfaction and commitment towards the organization.

LITERATURE REVIEW

Training is a formal and systematic modification of behaviors through learning which occurs as a result of education, instruction, development and planned experience. [Armstrong, 2001:543]¹ Joe. Perdue, Jack D. Ninemeier, Robert H. woods, [2002]² describe a study undertaken to assess how private club managers perceive the relative effectiveness of alternative training methods to attain following training objectives:

- Knowledge acquisition, changing attitude, problem solving, interpersonal skill development, participant acceptance of knowledge retention.
- Analysis of data indicated that one to one training is the preferred method to attain all objectives except interpersonal skill development.

Kock and per Eric (2011)³ Training is a

flexible element in the development of an employee as it consists of both formal and informal ways to enhance the effectiveness and efficiency of the employees.

Jackson (2008)⁴ Employees training and development can be successful through different training schemes and productive to the efficiency of industrial performance if employee's professional interest is related to employee T&D.

Mitki and Ram⁵ An employee who possess intensive training approach attitude enables the company to speedily adjust the new distinctive organizational performance.

RESEARCH METHODOLOGY

Research methodology is the process of systematically solving the research problem. It may be understood as a science of study how research is done scientifically.⁶

RESEARCH OBJECTIVE:

This study was undertaken to study the following objectives:

- 1 To study the major factors affecting training program effectiveness.
2. To study the satisfaction level of employees on various training factors.

The study was undertaken at Dongkuk Union Steel Of India Pvt. Ltd.

The study comprises of 22 employees as a sample and the data is collected through a structured questionnaire consisting of 18 questions.

Questions are closed ended with the use of five point Likert Scale.

Random Sampling Technique was used to select sample from the population. Descriptive and Qualitative research design is used to collect the information.

.DATA COLLECTION

The research had adopted two types of data namely:

- 1) Primary data: Primary data was collected from responds through a well structured questionnaire schedule by interviewing them.
- 2) Secondary data: Secondary data was collected from management journals, management books.

ANALYSIS AND FINDINGS

Based on the question and the responses collected the following analysis can be made on the effectiveness of training parameters and employee satisfaction level on these parameters.

Table 1: Training Need Assessment

Category	No. of Participants	Percentage
Strongly Agree	3	7
Agree	15	34
Neither Agree nor Disagree	12	27
Disagree	14	32
Strongly Disagree	0	0

Table 2: Support from Management

Category	No. of Participants	Percentage
Strongly Agree	5	11
Agree	19	43
Neither Agree nor Disagree	6	14
Disagree	12	27
Strongly Disagree	2	5

Table 3: Learning by Opportunity

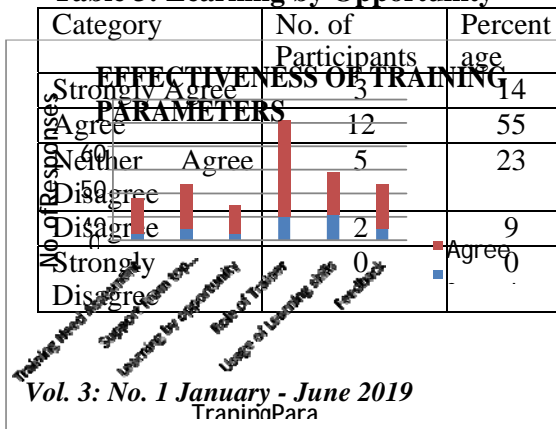


Table 4: Role of Trainer

Category	No. of Participants	Percentage
Strongly Agree	10	11
Agree	41	47
Neither Agree nor Disagree	22	25
Disagree	15	17
Strongly Disagree	0	0

Table 5: Usage of Learning Skills

Category	No. of Participants	Percentage
Strongly Agree	11	25
Agree	18	41
Neither Agree nor Disagree	9	20
Disagree	6	14
Strongly Disagree	0	0

Table 6 : Feedback

Category	No. of Participants	Percentage
Strongly Agree	5	8
Agree	19	29
Neither Agree nor Disagree	20	30
Disagree	22	33
Strongly Disagree	0	0

Thus from the above analysis, the following findings were made:

- 1) Training programs at Dongkuk USI Service Centre Private Ltd aimed at systematic development of employee knowledge and skills.
- 2) It was found that only 41% of employees agree that their training needs are assessed for individual and group training before conducting training session.
- 3) 54% of employees agree that they get full support of Top Management for attending Training sessions internally and they are even sponsored by the organization for external training sessions also.
- 4) 69% of the employees say that they are provided an opportunity of learning by practice during the session, which helps them to judge that whether they can use their learned skills in actual job or not.
- 5) Another factor which majority of employees agreed is that the trainer is highly knowledgeable, use methods of training which is clearly understandable. Also respondents agree that trainer clear their doubts, not only during their training sessions but also at the end of the session.
- 6) Satisfaction of the learner is the most important factor in any training program. Agreeing to this point; respondents say that they are highly satisfied with the training programs as they are able to use their learned skills in their actual job role which enhances their performance.
- 7) Only 37% of respondents feel that they receive their actual feedback after training. Majority of them are unaware of the concept of Re-fresher training.

Also in Questionnaire based on suggestion of employee on various training parameters,

following suggestions were given:

- 1) Participants believe that training needs should be identified and finalized only after conducting a discussion between employees and departmental heads. They also suggested self-nomination as one of the method of Training Need Assessment.
- 2) Cross-functional departmental training should be imparted in order to do away with the boredom of their routine work.
- 3) Employee suggested getting exposure of latest technology in Training.
- 4) Re-fresher training program should be conducted after providing the feedback.

CONCLUSION

It can be concluded from the above analysis that in order to make training more effective few changes and improvements are required like training need assessment should be done frequently and separately for different levels of employees. To inculcate culture of learning, a briefing session of training before and after should be done to encourage employees through joint discussion at departmental level.

Employees should also be asked to provide feedback about the effectiveness of training program they attended. Cross functional departmental training should be initiated.

By adopting these measures the organization can increase the satisfaction level of employee on training parameters and can reap more and more benefits of training more strategically.

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