

**“A STUDY ON EMPLOYEE SATISFACTION TOWARDS TRAINING PROGRAM
WITH REFERENCE TO BUTTERFLY GANDHIMATHI HOME APPLIANCES LTD”**

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INTRODUCTION

Training and development programs are organized in any organization to fulfill the requirement of employee development as well as the success of the organization as success of any organization depends on the employee's competencies. In training, those who wish to learn new skills are called trainees and who train or provide the skills; knowledge and expertise are called trainers. 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 both. When we are assessing training and development effectiveness one of the most important criteria is employee satisfaction. Employees' satisfaction with the organization's Training and development practices can be expected only when the practices incorporate employees' needs. Therefore, in assessing and improving the existing practices, the level of employees' satisfaction with the practices is worth to consider. BPCL is a public-sector company and it has a well-defined HR department looking for the responsibility of Training and development. For the first time in several years, the number of employees who say they are satisfied with their current job took a big jump, rising from 81% in 2013 to 88% in 2016, according to the Employee Job Satisfaction and Engagement Report by the Society for Human Resource Management (SHRM)[1-8]. The improving economy was one factor in the high level of satisfaction, since employers have been more willing and able to boost salaries, benefits and

perks for their workers. Additionally, as the labor market stabilized, job seekers took advantage of new opportunities for positions that best fit their skills and interests.

Many scholars have mentioned the need and importance of training and development in the organizations.

Dale S. Beach defines training as 'the organized procedure by which people learn knowledge and/or skill for a definite purpose'. Training refers to the teaching and learning activities carried on for the primary purpose of helping members of an organization acquire and apply the knowledge, skills, abilities, and attitudes needed by a particular job and organization.

In the present scenario researchers have realized that training and development have become the necessity for management of organization and its survival.

Training is the process of increasing the skills of an employee for doing a particular job. There are many types of training such as job rotation, job instruction, coaching that comes under on the job training and case study, role play, industrial visits that comes under off the job training. Training is a systematically organized program to enhance skills of newly appointed employees as well as existing employees required for job requirements[9-15]. Training is short term package which aims at improving individual and group performance to increase organizational performance. It focuses on knowledge, behavior and attitude of employees. Training mitigates the gap in actual skills and desired skills in employees. Training can be on the job and off the job on the basis of whether employ

OBJECTIVES OF THE STUDY

PRIMARY

- To study on employee satisfaction towards training program

SECONDARY

- To study the satisfaction level of the employees in training program
- To find out the productivity level of the employee from the training program
- To suggest the suitable measures for the training program in the organization
- To assess the employees perception towards training program in the organization

1.5NEED FOR THE STUDY

- To gain knowledge about the training process of the company.
- To focus on the employee satisfaction level towards training.
- To know about employee behavior before and after training.

- To find out the training process/strategy of the company.
- To find out the KSA (knowledge, Skills, Abilities) level of the employees.

1.6SCOPE OF THE STUDY

- This report can be used for future references.
- The study may serve as a guide to the students.
- The study may benefit the organization in knowing their abilities and performance.

1.7LIMITATIONS OF THE STUDY

- Due to time constrain, the in dept detailed analysis of the employees were not possible.
- The sample size used for the survey is small.
- The strength of the company is high; hence it was not possible to draw each and every department's perception.

REVIEW OF LITERATURE

Training and development is vital part of the human resource development. It is assuming ever important role in wake of the advancement of technology which has resulted in ever increasing competition, rise in customer's expectation of quality and service and a subsequent need to lower costs. It is also become more important globally in order to prepare workers for new jobs. In the current write up, we will focus more on the emerging need of training and development, its implications upon individuals and the employers.

According to the Edwin B Flippo, "Training is the act of increasing knowledge and skills of an employee for doing a particular job."

Wexley& Latham, 1991 found in their study that training must be viewed as a long term process, not just an infrequent and/or haphazard event. For effective training and development programs must be well defined and not be held in haphazard manner[16-19]. First of all the employees must be clear about the goals of the program that is needed to be achieved. It is expected that the objectives that the training is trying to achieve be made clear to employees before the training program.

Moss (1993) hinting on the characteristics of the successful trainer suggested that trainer needs to plan, be prepared, and show encouragement and empathy to the learners otherwise, he would fail to get them involved in the training process and transform them professionally.

According to Bushardt, Fretwell et al., 1994 training employee's leads to increased employee satisfaction, facilitates the updating of skills, leads to an increased sense of belonging and benefit, increased employee commitment to the organization.

Tracey & Tews, 1995 Training benefits are highly related to training motivation. Training motivation is important because motivated trainees receive training more effectively than others who are not motivated. Therefore, employers should make their employees motivated before, during, and after the training.

Robotham (1995) found that trainers must have awareness and understanding of individual's style to achieve desired outcomes of training. The study shows the role of trainer's awareness in making flourish a training program. Transfer of learning of training is most crucial aspect of training and development programs. Generally training and development programs are not seen at wider spectrum and the training given to the employees is not transferred to the work.

Tsang, 1997 said in his study that even if the knowledge obtained through training is accurate, organizational performance will not improve if dichotomy in implementation exists in the business organization[20]. When management is supportive and motivates employees to transfer their learning to work tolerate towards the time taken and mistakes done proper transfer of training to work has been seen.

Employee Satisfaction is another crucial element for the survival of the organizations in this competitive world because the satisfied employees are the productive employees. According to Nancy C. Morse (1997) satisfaction refers to the level of fulfillment of one's needs, wants and desire. Satisfaction depends basically upon what an individual wants from the world, and what he gets. ees get knowledge at work place or out

RESEARCH METHODOLOGY

PRIMARY DATA COLLECTION:

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 the company.

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.

RESEARCH DESIGN

Percentage analysis is applied to create tables/charts from the frequency distribution and represent the collected data for better understanding.

Chi square test is a statistic that is a sum of terms each of which is a quotient obtained by dividing the square of the difference between the observed and theoretical values of a quantity by the theoretical value[21-23]. It has been implemented to analyze the significance between two statements (that is chosen particularly and the data is collected from the questionnaire) to conclude the overall satisfaction level of employees and satisfaction towards productivity after attending the training program.

This information will be valuable to the organization to consider ways in order to gain more benefits from the training program they conduct.

DATA ANALYSIS

TABLE 1: Table showing the satisfaction level of employees for the training provided.

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

SOURCE: From the primary data collected

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.

CHART 1

Shows the satisfaction level of the employees.

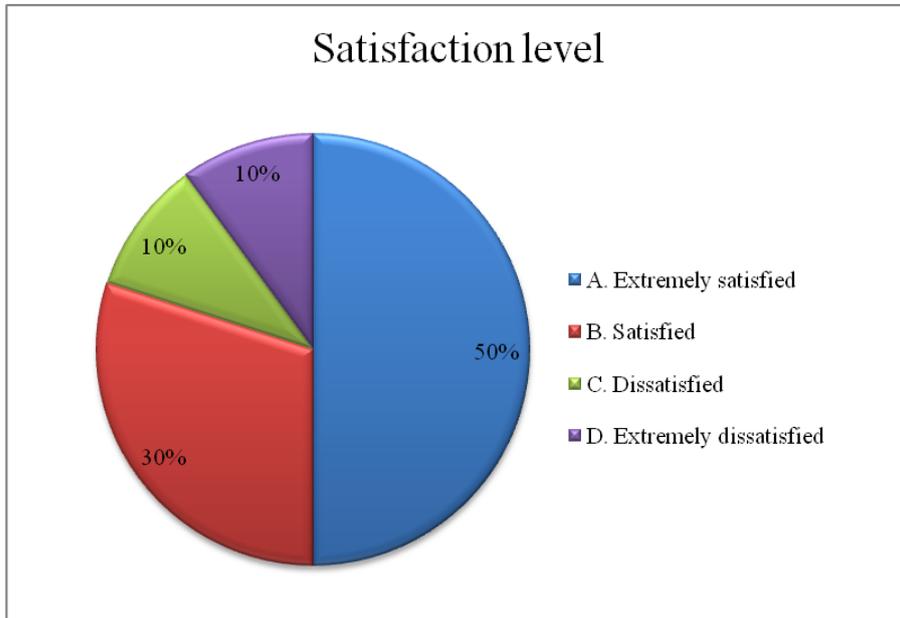


TABLE 2: Table shows the result of the question on whether Employee’s Qualification matches the Job Description.

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

SOURCE: From the primary data collected

ANALYSIS: From the data, it is clear that 70% of the employee’s qualification matches their job description, where 30% of the employees have given negative results saying that their qualification does not match their job description.

INTERPRETATION: Around 70% of the respondents have matching qualification for their job description.

CHART 2



TABLE 3: Table showing the Increase in Productivity Level of the Employees.

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

SOURCE: From the primary data collected

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[24-28].

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

CHART 3

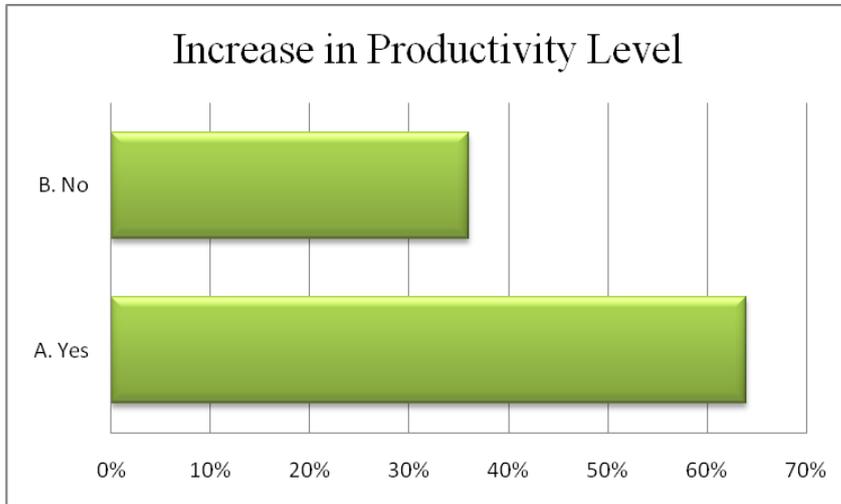


TABLE 4:The table showing the satisfaction level towards productivity

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

SOURCE: From the primary data collected

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[29-32].

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

CHART 4



TABLE 5: The table showing the match between the Training provided and the Job Description.

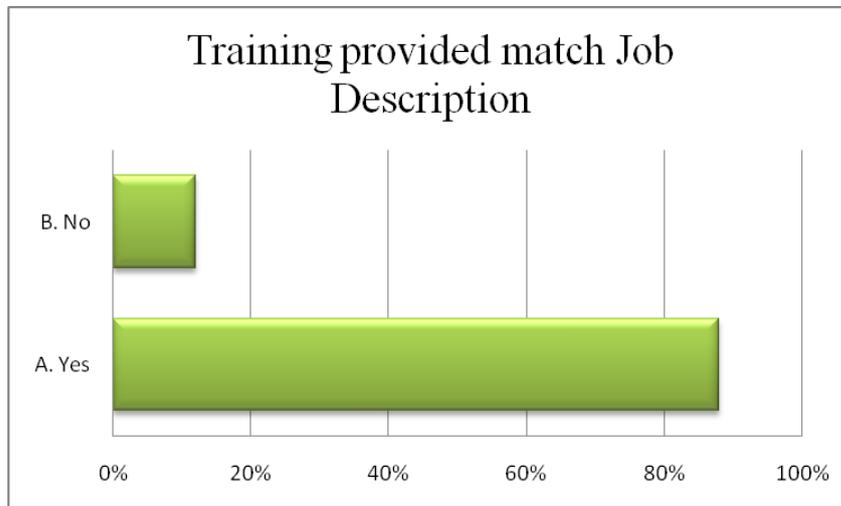
PARTICULARS	NO.OF. RESPONDENTS	PERCENTAGE
Yes	44	88%
No	6	12%

SOURCE: From the primary data collected

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 seems to be matching their job description[33-36].

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

CHART 5



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 seems 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 workload is heavy or not they are ready to work.
4. Based on the data it is inferred that most of the employees agree to 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 few employees are not satisfied towards 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. 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.
8. From the chi-square test it is analyzed and proved that the overall satisfaction level of the employees after attending the training program and their satisfaction towards productivity level (after the training program) remains constant.
9. The Training provided by the company over a particular period of time is sufficient for the employees to cope up with the work. The time gap between each training for the employees is maintained well.

SUGESTIONS

A change in the training method or a better training strategy may be 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 small and more frequent sessions [20-23]. If the employees are subject to any doubts or questions during the program, they should be given first preferences in order 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 productive.

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. Training and development programs should be able to create innovation and creativity in employees. Training and development programs in public relations and communication skills are recommended to the employees.

CONCLUSION

In this turbulent business environment where survival of the organizations have 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 Butterfly Gandhimathi home appliances ltd has been interpreted.

As a result of the study, the training and development practices had positive impact on employee satisfaction [15-19]. 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.

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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