

**The Effect of Training and Development on Employee Satisfaction in  
Alstom T&D Ltd Allahabad**

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**Abstract:**

Business world is changing at a fast pace and environmental challenges including changing technology demanding customers political and legal environment and enhanced competition is creating enormous challenges for the organization. Organizations have realized that out of all the resources Human resource is the most important resource for the organization because quick decision making, leadership and conversion of input into output with minimum cost and facing intense competition successfully can only be done by effective and motivated work teams. So two fundamental factors of organization success are Training and Development of employees and their satisfaction level. Alstom Ltd in Allahabad identifies the Training and Development practices as an important factor in the organizational success and put efforts to make it efficient. The aim of this study is to find out the effect of training and development on employee satisfaction in Alstom T&D Ltd. To find out the effect of training and development on employee satisfaction a survey was conducted in the organization with the help of questionnaire method. Out of 385 employees 20 % i.e. 80 employees have been surveyed for the research. First of employee satisfaction with training and development was found with percentage method .A correlation analysis was done to find out strength of association of training and development variables and employee satisfaction. In last simple regression analysis was used to find the effect of training and development variables on employee satisfaction. This study from its analysis shows that employee satisfaction has been found to be positively related to training and development practices. Hence the study concludes that where on one side training and development in present scenario is essential for employees for their competence is also one big tool in creating satisfaction in employees, so must be given utmost importance.

**Key words:** Training and development, employee satisfaction.

## Introduction:

Any organization in present time can only survive when it differentiates form other organizations, has some unique quality of survival. This can only be possible with the help of efficient and effective work force. In addition to this work force should be high on motivation and satisfaction. Organizations are spending huge amount on employee development and motivation. **Paradise, (2007)** ASTD's Annual Review of Trends in Workplace Learning and Performance in his report stated that U.S. organizations alone spend more than \$126 billion annually on employee training and development. **Evans and Lindsay (1999)** found that the quality of employees and their development through training are major factors in determining long-term profitability and optimum performance of organizations. To hire and keep quality employees, it is good policy to invest in the development of their skills, knowledge and abilities so that individual and ultimately organizational productivity can increase. **Neo et al. (2000)**; said that organizations are beginning to realize the important role that training and development play in enhancing performance and increasing productivity, and ultimately stay in competition. **Schmidt (2004)**; mentioned in his study that as training becomes more a part of an employee's life, its relationship to job satisfaction will become more prominent. It will be up to organizations to provide employees with the skills that they need to do their jobs (both at present and in the future), to work successfully within teams, and to continually improve their processes and procedures. In order to do their jobs, employees depend on the training they receive from their employers, and as the workplace continues to evolve, and as demands on employees continue to increase, employee satisfaction with education received on the job will permeate all aspects of overall job satisfaction.

Alstom T&D Ltd, offers full range of products and services for power generation, transport and transmission sector The products involves high technology manufacturing process and company also focus on customer satisfaction .So company takes care of training and development programs to equip their employee to better cope up with the technical demands and dynamic environment today and the company also takes care that the employees are satisfied with the training and development practices. Alstom Ltd is a private sector company and its Naini factory has a well defined HR department looking for the responsibility of Training and development. Training and development programs are very well defined and managed. This study will help to find out the effect of training and development practices on employee satisfaction in Alstom Ltd in Allahabad.

## Objectives of the Study:

1. To identify the variables of training and development effecting employee satisfaction.
2. To find out association between demographic factors and satisfaction with Training and development variables.
3. To identify effect of training and development practices on employee satisfaction.

## Literature Review:

**Training And Development :** Training and development have been defined by authors in their research works as a process of enhancing skills , changing attitudes ,and development of knowledge .**Atif, et al, (2011)** in his study revealed that training is, basically, a practical education through which knowledge and skills develop, inefficiencies are overcome and closer approximation is achieved. **Bakare (2012)** described training as the systematic

development of the knowledge, skills, and attitudes required by a person in order to effectively perform a given task or job. Whereas training is used for technical upgrading of employees development programs are for the complete personality development. **Campbell (1971)** states that training refers only to instruction in technical and mechanical operations while development refers to philosophical and theoretical educational concepts.

**Training and Development and Employee Satisfaction:** Satisfaction depends basically upon what an individual wants from the world, and what he gets. **Bhatti & Qureshi, (2007)** found in their study that employee satisfaction is a measure of how happy workers are with their job and working environment. One of the most important factors studied for the effective training and development practices is that if can create employee satisfaction in the organization. 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. **Mak and Sockel, (1999)** mentioned in his study that job-related training increases an employee's ability to perform job-related tasks. **Sajuyigbe and Amusat, (2012)** reported that training and development enhance personal job satisfaction. **Muhammad, SK (2012)** found that training not only enhances the performance of the employees but also helps them to motivate and developed undergoing relationship with the organization. **Tannenbaum & Yukl, 1992;** said that Training and development programs if effective can only create employee satisfaction. Training must be viewed as a long term process, not just an infrequent and/or haphazard event. To make training effective and satisfying for employees, training programs should be systematic and continuous.

## Research Methodology

To achieve the objectives of the present research study a descriptive research design was used .Area of study is Naini Industrial area. Organization selected for the study Alstom T&D Ltd. The research done was based on employee's survey. For this purpose a structured close ended questionnaire was administrated.. Variables of training and development identified for the study was, Training Curriculum, Trainer, Transfer of Learning, and Training Facilities. Sample included 20 % of total strength. Total sample size for the study was 80 out of 385 employees. Percentage analysis was firstly done to find out satisfaction level with training and development variables identified for the study. Pearson Correlation analysis was used in this study to find out the relation among variables and to determine the degree to which values of the two variables are "proportional" to each other. Regression analysis was used to measure the relationship between dependent variable i.e. Employee Satisfaction and independent variables of Training and Development. The questionnaire was developed by using a five point Likert scale, where 5= highly satisfied, 4= Satisfied, 3 Neutral, 2= Dissatisfied, 1=Highly Dissatisfied.

## Hypothesis:

Four hypotheses were tested in the study:

**H0:** There is no positive relationship between training and development curriculum and employee satisfaction.

**H1:** There is positive relationship between training and development curriculum and employee satisfaction.

**H0:** There is no positive relationship between trainer and employee satisfaction.

**H1:** There is positive relationship between trainer and employee satisfaction

**H0:** There is no positive relationship between Transfer of Learning and employee satisfaction.

**H1:** There is positive relationship between Transfer of learning and employee satisfaction

**H0:** There is no positive relationship between training facilities and employee satisfaction.

**H1:** There is positive relationship between training and development facilities and employee satisfaction

## Results and Discussion

**Table1:** Demographic Details of Respondents:

Demographic factor	Detail	Percentage Employees
Age	18-25	15 %
	26-45	70%
	46>	15 %
Gender	Male	96 %
	Female	4 %
Qualification	Degree Holder	48 %
	Diploma Holder	11 %
	ITI	30 %
	Others	11 %
Designation	Top Management	8 %
	Middle Management	34 %
	Lower Management	25 %
	Operatives	33 %
Department	Production	75 %
	HR	5 %
	Finance	5 %
	Marketing	8 %
	Others	7 %

Demographic results show that 70% of employees in Alstom are in age group of 26-45, 15 % are below 25 and 15 % are above 25. Organisation have male employees 96 % and female employees 4 %. As the education of the employees is considered percentage of degree holders is quite high ie 48 %, diploma holders are 11%, 30 % are ITI, others 11%. Top Management 8 % employees, in middle management are 34%, in lower management 25, and 33 % in operative's category.

**Table 2:** Percentage Satisfaction of Respondents

S No	Training And Development Variables	Highly Satisfied %	Satisfied %	Neutral %	Dissatisfied %	Highly Dissatisfied %
1	Training and Development curriculum	21	57	20	2	0
2	Trainer	21	58	19	2	0
3	Transfer of Learning	18	68	10	4	0
4	Training Facilities	18	46	16	14	0

### Correlations

Percentage analysis was done to find out satisfaction created in employees from training and development variables identified in the organization. Four variables have been identified in the study Training curriculum, Trainer, Transfer of learning, and Training Facilities. Employee's attitude or level of satisfaction was measured on five point Likert scale where Highly satisfied =5 , Satisfied =4, Neutral=3, Dissatisfied=2 and Highly Dissatisfied = 1.

**Training and development curriculum:** Effective training and development programme depends upon the course content. The curriculum decided should be according to the needs of the employees and the organization goals and strategies. The data from table two reveals that 21% of employees are highly satisfied and 57%are satisfied with training curriculum .When added gives the value of 78 % total satisfaction.

**Trainer :**Role of trainer is changing, from a mere role of providing some skill set to active communicator, pro-active thinker, one who builds onto achieve training objectives with strategic dimension of the organization. According to the data from table 2 highly satisfied employees are 21% and satisfied are 58 % means Trainer are able to create satisfaction in 79% of employees in the organization .

**Transfer of Learning:** Whatever is learned in training and development program should be transferred to the work otherwise the whole effort of these programs will go in vein. In Alstom 18 % of employees have been found to be highly and 68 % satisfied with transfer of learning from training to work .This shows that transfer of learning is able to satisfy 86% employees in the organization.

**Training facilities:** Training facilities also play an important role in employee satisfaction. Organizations are spending more budgets on training and development facilities , modern equipments, use of computers internet, training centers equipped with modern facilities, outstation training are becoming common and equally demanded by employees. Employees find to be highly satisfied with Training and development practices is 18 % and satisfied is 46 % .As compared to other variables training and development practices is able to create only 64% satisfaction in employees.

**Table 3:** Correlation Between Training And Development Variables And Demography.

Factors	TRTC	TRTR	TRTL	TRTF
Age	.020	.010	.159	.184
Gender	-.224*	-.228*	-.079	-.012
Education	.039	.038	.042	.299**
Designation	.154	.157	-.005	.324**

\*\*Correlation is significant at 0.01 level (2 tailed)

(TRTC=TRAINING CURRICULUM, TRTR=TRAINER, TRTL=TRANSFER OF LEARNING, TRTF=TRAINING FACILITIES)

Correlation analysis between demographic factors and training and development variables is calculated to find out the association between these factors i.e. age, gender, education and designation with and training and development variables. Personal factors such as age, education, experience etc appears to influence the behavior and attitude of the individuals

From the above table it is clear the demographic factors don't show high level of correlation with training and development variables. Significant correlation has been found between education and training facilities and designation and training facilities but both are low in effect size. As the employees grow in education and designation they have been found to be more satisfied with training and development facilities.

**Table 4:** Correlation Between Training And Development Variables And Employee Satisfaction.

	TRTC	TRTR	TRTL	TRTF	ESSS
TRTC	1	.999**	.413**	.466**	.627**
TRTR	.999**	1	.419**	.461**	.630**
TRTL	.413**	.419**	1	.382**	.550**
TRTF	.466**	.461**	.382**	1	.552**
ESSS	.627**	.630**	.550**	.552**	1

\*\* Correlation is significant at the 0.01 level (2-tailed).

TRTC=TRAINING CURRICULUM, TRTR=TRAINER, TRTL=TRANSFER OF LEARNING, TRTF=TRAINING FACILITIES, ESSS=EMPLOYEE SATISFACTION)

Correlation between training and development variables identified in the study and employee satisfaction is being calculated to see the strength of association between the two.

Results from table 4 reveal that training and development variables have been found to be highly associated with employee satisfaction. Training curriculum show an effect size of 0.627 means increase in Training curriculum increase in employee satisfaction with 0.627. Similarly high correlation is seen with Trainer 0.630, then Training Facilities and then Transfer of learning i.e. 0.550. The results reveal that as the satisfaction from training and development variables increase, increase in employee satisfaction is seen in the organization.

**Table 5:** Regression Analysis: Training Curriculum with the Dependent Variable Employee Satisfaction

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.627 <sup>a</sup>	.393	.385	.31144

a. Predictors: (Constant), TRTC

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.894	1	4.894	50.459	.000 <sup>b</sup>
	Residual	7.566	78	.097		
	Total	12.460	79			

a. Dependent Variable: ESSS

b. Predictors: (Constant), TRTC

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.234	.249		8.958	.000
	TRTC	.442	.062	.627	7.103	.000

a. Dependent Variable: ESSS

As presented in Table 5 adjusted R- squared was found 0.385. It explained 32 percent of the total variance. The overall p-value of model is <0.001. This shows that Training and development curriculum have highly significant effect on employee satisfaction. The regression coefficient of Training curriculum is 0.442 with p-value of < 0.001. It shows that a unit changes in Training curriculum causes almost 44 % change in employee satisfaction, hence prove the hypothesis that there is positive relationship between training curriculum and employee satisfaction.

**Table 6:** Regression Analysis: Trainer With Dependent Variable Employee Satisfaction.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.630 <sup>a</sup>	.397	.389	.31047

a. Predictors: (Constant), TRTR

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.200	.252		8.726	.000
	TRTR	.450	.063	.630	7.160	.000

a. Dependent Variable: ESSS

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.200	.252		8.726	.000
	TRTR	.450	.063	.630	7.160	.000

a. Dependent Variable: ESSS

As presented in Table 6, adjusted R- squared was found 0.389. It explained 38 percent of the total variance. The overall p-value of model is <0.001. This shows that Trainer has significant effect on employee satisfaction. The regression coefficient of Trainer is 0.45 with p-value of < 0.001. It shows that a unit changes in Trainer causes almost 45 percent change in employee satisfaction. So the hypothesis that Trainer is positively related to employee satisfaction is proved to be true.

**Table 7: Regression Analysis: Transfer Of Learning With Dependent variable Employee satisfaction**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.550 <sup>a</sup>	.302	.293	.33387

a. Predictors: (Constant), TRTL

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.343	.286		8.202	.000
	TRTL	.413	.071	.550	5.812	.000

a. Dependent Variable: ESSS

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.343	.286		8.202	.000
	TRTL	.413	.071	.550	5.812	.000

a. Dependent Variable: ESSS

As presented in Table 7 adjusted R- squared was found 0.293. It explained 29 percent of the total variance. The overall p-value of model is <0.001. This shows that Training transfer to work has significant effect on employee satisfaction. The regression coefficient of Transfer of learning is 0.413 with p-value of < 0.001. It shows that a unit changes in Transfer of learning causes almost 41 % change in employee satisfaction. So the hypothesis that Transfer of learning to work is positively related to employee satisfaction is proved to be true.

**Table 8:** Regression Analysis: Training Facility With Dependent Variable Employee Satisfaction

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.552 <sup>a</sup>	.305	.296	.33324

a. Predictors: (Constant), TRTF

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.798	1	3.798	34.199	.000 <sup>b</sup>
	Residual	8.662	78	.111		
	Total	12.460	79			

a. Dependent Variable: ESSS

b. Predictors: (Constant), TRTF

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.052	.333		6.155	.000
	TRTF	.489	.084	.552	5.848	.000

a. Dependent Variable: ESSS

As presented in Table 7 adjusted R- squared was found 0.296. It explained 29 percent of the total variance. The overall p-value of model is <0.001. This shows that Training facility has significant effect on employee satisfaction. The regression coefficient of Training facility is 0.489 with p-value of < 0.001. It shows that a unit changes in Training facility causes almost 48 % change in employee satisfaction. So the hypothesis that Training facility is positively related to employee satisfaction is proved to be true.

**Conclusion:**

Percentage analysis shows that employee satisfaction created from Training and development curriculum is 78 %, from Trainer is 79 %, from Transfer of learning 86% and from Training Facilities is 64%.The analysis of the data shows that demographic factors don't show high level of correlation with training and development variables. Significant correlation has been found between education and training facilities and designation and training facilities but both are low in effect size. As the employees grow in education and designation they have been found to be more satisfied with training and development facilities. Results from table 4 reveal that training and development variables have been found to be highly associated with employee satisfaction. Training curriculum show a effect size of 0.627 means increase in Training curriculum increase in employee satisfaction with 0.627. Similarly high correlation is seen with Trainer 0.630, then Training Facilities 0.552 and then Transfer of learning i.e. 0.550.The results reveal that as the satisfaction from training and development variables increase, increase in employee satisfaction is seen in the organization. Data achieved from regression analysis reveals that a unit changes in Training curriculum causes almost 44 % change in employee satisfaction ,a unit changes in Trainer causes almost 45% change in

employee satisfaction, a unit changes in Transfer of learning causes almost 41 % change in employee satisfaction., a unit changes in Training facility causes almost 48 % change in employee satisfaction.

### **Summary and Recommendations:**

In the changing environment of business where business have become so competitive human resources have become the most important asset for the organization .Where focus initially was on production now focus in on employees because organizations now know that an effective organization can only be created with competent employees. Organizations are spending thousands of dollars on employee development including their training and development programmes. Where one side organizations are focusing of creating competent employees they are focusing on retaining them. As the employees leave the organization they take away the knowledge the techniques and strategies of the organization and create a gap which becomes difficult to cover immediately including a lot of cost. Many studies have been done where researchers are trying to find out that employee satisfaction effect performance and productivity of employees. Where many factors affect employees productivity study show a positive correlation between employee satisfaction and employee performance. More satisfied employees have been found to be more productive. This study was done to find out the effect of training and development practices on employee satisfaction in Alstom T&D Ltd.Result obtained from the percentage analysis show that employees are satisfied from training and development variables identified in the study. Training and development facilities are the only factor which has not created satisfaction as compared to other three variables. So the organization can focus more on training facilities in the organization. Correlation results show that with increase in training curriculum, and trainer about 0.65 changes in employee satisfaction has been seen which more than transfer of learning and training facilities is. It shows the important of knowledge that employees want to have and gives an idea to the organization that if we want to create satisfaction in employees training and knowledge can be the best investments. Similar results have been seen from regression analysis which proves the hypothesis that training and development practices are positively related to employee satisfaction. Hence the study concludes that training and development in present scenario where on one side is essential for employees for their competence is also one big tool which organizations can use for creating satisfaction in employees so must be given utmost importance .

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