

# International Journal of Advance Research in Computer Science and Management Studies

Research Article / Survey Paper / Case Study

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## *The Relationship between Job Satisfaction with the Job Training and Overall Job Satisfaction – An Investigation on Software Companies in India*

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**Abstract:** *This study studies and examines the relationship between the effect of ‘training and development’ on the employee’s overall satisfaction. The researcher aims to interpolate the technical and operational service employees at IT Industry in view of the research topic. The researcher tries to investigate the employees about their relative experiences with the training program and how this shapes their loyalties, commitment and determination for IT companies. As the research touches upon the behavioral aspect of the employees at IT companies, the ‘Qualitative’ mode of doing research has been selected for the research work. IT Industry looks upon its human resource as a strategic tool and invests a considerable amount of time, money and resources in developing its workforce for a better ‘return on investment’ in the future. The researcher finds that the organizational training does affect the employee’s overall satisfaction at the work place. The researcher through this study would try to identify & quantify the factors in organizational training that have a decisive effect on employee satisfaction. The significance is personal, academic and professional.*

**Keywords:** *training and development; career development; satisfaction and productivity; employee turnover; on-job-training; job ambitions and aspirations.*

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### I. INTRODUCTION

Training and development enhances efficiency and develops a systematic way of performing duties and assigned tasks. Moreover it bridges the gap between job requirement and employees present specification. Training like any other organizational activity requires time, energy and money. It’s an investment in employees’ productivity and retention by providing for career progression and employees job satisfaction over the long time. The IT industry offers career opportunities in many different fields and often in an international setting. IT Industry is committed to fostering the well-being of their employees and provides them with a safe and healthy work environment. IT Industry around the world also works closely with universities in the development of learning and research initiatives to develop future talent and promote innovation.

### II. LITERATURE REVIEW

#### 2.1 The significance of ‘Training’

‘Training’ is very critical in for an employee’s commitment, dedication, loyalty and perseverance for an organization. A well devised training program greatly affects the relative job satisfaction of an employee towards his job on the basis of increased knowledge, confidence and competencies. The results of the organizational training are multifold and are reflected in the enhanced loyalty, productivity, effectiveness and commitment that cumulatively affect the employee’s satisfaction levels (Wright et al, 2002; Allen, 2003). The aspect of ‘Training’ becomes all the more important in view of the competition and rapidly changing technologies around us; which expects the employees to be good learner, adaptable and professionally

competent. The researcher therefore believes that a confident and competent employee is more satisfied at the work place. The researcher in order to establish a relationship between organizational training and job satisfaction, first defines 'training' -

Schmidt (2007) states that '*training is a systematic effort by an organization to assist the employees to understand, learn and develop the job related competencies*'. Such competencies include present technologies, knowledge, skills and behavioral practices which are very important for a outstanding job performance and a relatively high 'job satisfaction' among the employees. Owens Jr. (2006) finds that 'In an organization, training and development systematically develops the expertise, knowledge and skills of an employee in order to let him perform his job effectively'. Schmidt (2007) also agrees that multiple variables are present in and around the environment at workplace that either have an additive or detrimental effect on the organizational or individual productivity. Once such critical variable is 'Job Satisfaction' which is also defined as 'the affinity of an employee towards his job where he either likes or dislikes his job, which is explicitly expressed cognitively or emotionally at work place'. The literature reveals that 'Job Satisfaction' is linked to an improved performance as the employees tend to be more dedicated and loyal to their professional obligations (Johnson & Jakeman, 1997; Wright, 2001; Winnubst & Cooper, 2003). Owens and Patrick (2006) make it more specific to 'organizational training' as they reveal 'A well devised and effective organizational training increases the job satisfaction of the employees at the work place; this also acts as a bridge between employee productivity and employee satisfaction. An improved performance as an outcome to an effective training adds to the employee satisfaction (Owens, 2006)

Similarly, Traut, Larsen & Fiemer (2000) also state that 'Employee satisfaction' based on the training and development cumulatively affects an employee's decision regarding career development. Same is observed with employees that prioritize 'Training and Development' while hunting for a job. The researcher presents examples of similar surveys that try to investigate 'Why employees leave the job?' One such survey ('What Drivers', 2001) concludes that job satisfaction emerges as the most prominent of all the factors. Wilson, (2005) also reveals in his study among 271 IT professionals that 'Job satisfaction is a key factor in determining employee productivity and the opportunity to learn new technologies, skills and practices, add the most to an employee's job satisfaction.

The researcher believes that an effective training schedule plays a critical role in building satisfaction in an employee towards his job. It can also be implied that this combination of 'Organizational training and Job satisfaction' together become a prime motivating factor for an individual, thereby retaining him for a longer period of time.

The researcher also observes that an organization in spite of running an advanced training program might still loose upon its valuable employees. This is because the competitors would allure such talent through monetary attractions and are often successful in doing so. An attractive remuneration, compensation package, job profile, amenities and monetary benefits are enough to evoke the 'turnover cognitions' in any employee. The researcher finds that under such a situation the HR department's noble initiatives present more negatives then positives. 'Job – Satisfaction' under such a situation is the best tool that can help the organization in keeping its employees loyal to the organization and ignore the benefits being presented externally. An effective training program that keeps the employees competitively confident and satisfied is an effective mechanism to fight employee turnover.

The researcher observes that a very few amount of literature touches upon this aspect of business management wherein the organizational training has been used to keep employees satisfied and loyal to the firm. The researcher therefore tires to unfold and reveal more about this 'training-satisfaction' relationship in a lively situation at IT Industry through its employees. The researcher also necessitates that the 'Benefits' of training must also be analyzed for both the employer and the employee in order to access their effect on employee satisfaction.

### 1. Benefits of 'Training' for an Employee –

Terri Bergman (Bergman, 1995) states that the benefits of a training program for an employee come in the form of enhanced competencies, increment in wages and a enriched job profile. The education about the technology and behavioral practices makes an employee more confident, mature and satisfied about his present employment prospects. An effective training program also reflects upon the morals, ethics and commitment of an employee towards his job. In one of the econometric studies (Lillard & Tan, 1986) a well devised and effectively applied training schedule was found to increase the yearly earnings of the firm by 27%, similarly the outsourced training shown a 13% rise in annual earning while 'on-the-job' training resulted in a 5% rise in annual earnings (Lillard & Tan, 1986). This study also revealed that the employees developed a sense of confidence and security about their capabilities thereby reducing the probability of unemployment for them.

### 2. Benefits of 'Training' for an Employer –

The researcher also comes across literature that identifies multiple benefits associated with training employees for an employer. Patrick and Owens (2006) find that 'turnover cognitions' always exist in an employee. Such cognitive emotions can be identified as search for alternatives, turnover intentions and dissatisfaction at workplace. An effective training program helps HR personnel in bringing down the 'intent to shift' in the employees and thereby retaining them. Home Office (2006) report also shows that lower levels of such turnover cognitions in employees who are given a good training in comparison to those who are not. 'Job – Satisfaction' under such a situation is the best tool that can help the organization in keeping its employees loyal to the organization and ignore the external benefits. An effective training program that keeps the employees competitively confident and satisfied is an effective mechanism to fight employee turnover (Kleemann & Matuschek, 2002; Holdsworth, & Cartwright, 2003).

According to Terri Bergman (1995) "Training's greatest asset to any organization is enhanced employee productivity. The increase in productivity is a reflection of the improvement in the employee's performance through hard work, commitment, interest and dedication; improvement in employee's production measures through new technological input, increased efficiencies and creativity, improvement in quality and improvement in end-user's satisfaction. Many organizations have shown significant benefits of applying a well devised and effective 'organizational training'; Motorola Inc. reveals that 30 times of every single dollar that it spends on organizational training are generated with in the first 3 years (Bartlett, 2001). Motorola therefore has invested \$120 on employee education which constitutes 3.6% of the annual payroll in the year 1992 (Bartlett, 2001). The companies has gained significant cost benefits close to \$3 billion by training its employees for higher and more efficient technologies and with doing any major cut-back on vacancies. The productivity per employee at Motorola too has become two fold in the last 5 years and a net 47% increase in the profits (Bartlett, 2001).

### 2.2 Satisfaction- How can an employee be motivated?

The researcher believes that it is very important that we try and understand the concept 'satisfaction' before analyzing their likely association with organizational training. The researcher therefore discusses the various theories and concepts surrounding this issue. Swanson (2001) reveals that the word 'satisfaction' has a Latin origin which as per Wilkinson et al (2000) 'Satisfaction theories attempt to identify the factors that influence behavior, particularly the ways in which people respond to the actions of those around them and to other stimuli in their environment'.

#### Theories of Satisfaction:

The literature entails numerous theories surround satisfaction at work place where some work through biological approaches for instance activation theory, drive theory & peripheral versus central theory. The other category too describes 'job satisfaction' but in relevance to how organizational training impacts upon the employees satisfaction levels, commitment and dedication at the work place (Moshavi & Terborg, 2002; Okpara, 2002).

Satisfaction is an outcome of five key aspects of the employee behavior which are need, reinforcement, cognition, job characteristics and emotions. Ramlall (2004) believes that these 5 elements together form the basis of the modern theories surrounding employee satisfaction. In view of the large number of theories on 'satisfaction', the researcher has identified 4 key theories that elaborates upon 'satisfaction' as a managerial tool and also explain its relation to organizational training. The theories are – Need theory, Equity theory, Expectancy theory and the Job design model.

### **(1) Need Theories of Satisfaction – 'Maslow's Need Hierarchy Theory'**

Maslow's need hierarchy theory proposes a hierarchical arrangement of needs through five levels; Basic (1) physiological needs, (2) safety and security needs, (3) Societal and affection needs, (4) Esteem needs and (5) Self-actualization needs (Ramlall, 2004). Phil Hardwick (2009) states that '*Maslow's – Need hierarchy theory has the arrangement of needs as per the preferential level, when one of the need is met the individual moves on to satisfy the next set of needs. The satisfied needs are no longer the motivator while the newly found needs propel the individual to make efforts to satisfy the same.*' Hardwick (2009) therefore states that the objective as per the Maslow's need hierarchy theory is to identify the unmet needs of the employees and help him satisfy them (Maslow, 1954).

This can vary from individual to individual for every employee or could also be same for a group of individual in an organizational context. Phil Hardwick (2009) agrees to this and adds "Maslow proposes that any employee is always in a motivated state of mind but his state of satisfaction with the job varies, fluctuates and complicated. As one of the desire of an employee is fulfilled, he moves on to focus on the next in hierarchy and so the process continues. This process of satisfying and emerging needs in a hierarchical manner is called as Maslow's hierarchy of need.

Referring to (Ramlall, 2004), 'Maslow's theory makes sense in the context of an industry, where the low level labor is more associated with the basic needs about safety, security and money, and rarely do they show any desire for creativity and up-lift in their jobs. However with a rise in hierarchies, where the money is already present in substantial amount the needs of social acceptance and self actualization are more prominent. The researchers have found that the Maslow's theory is difficult to validate as with the lower levels in the industry there is little scope of self-expression, ambitions and aspiration. The workers under similar situations seek satisfaction in the external environment. Peters & O'Connor (1980) though believe that Maslow's need hierarchy theory is still very significant for the HR managers in order to broadly classify the needs of their workforce and devise likewise HR strategies. The researcher too believes that the HR managers must include organizational training as one of similar needs towards self-improvement.

### **McClelland's Need Theory**

Hardwick (2009) refers to David McClelland's study on affiliation, power and achievement and reveals that 'Achievement is defined as an individual's drive to excel at the workplace, to attain respect and acknowledgment for his work and to find confidence in self. Further to this the need for power emerges that induces the employee to expect a certain behavior, action and outcome from others. With a little deviation, the needs for affiliation were more about being friendly and have warm interpersonal relationships at the workplace.

Wilkinson and Charles (2000) propose that initially most of the researcher emphasized on the belief that 'Achievement needs' were central to affecting managerial behavior, however the researchers later proposed that the 'need for power' too played a central role in determining employee behavior. The relative strength of all three i.e. achievement, power and affiliation together played a pivotal role while managing an individual. They also added "Maslow's upper three hierarchies in a way can approximate McClelland's power, achievement, and affiliation needs".

**(2) Equity Theory:**

Ramlall (2004) finds that Equity theory proposes that the individuals are motivated not only by the amount of rewards that they receive for their performance but are also affected by what the others receive for a similar performance. Robert C. Beck too states that 'Equity theory is based on the idea that an individual always compares the rewards with the amount of efforts he has put in the work and any discrepancy is bound to make him unsatisfied'. Besides the 'equity theory' the researchers found two main drawbacks in the theory i.e. the component of 'Salary' is not the only thing that is paid to an employee as the incentives, medical insurance, bonuses and other monetary benefits too form a part of this structure. Second, the availability of 'information' too needs to be accessed for analyzing his judgment towards loyalty for his job.

**(3) Expectancy Theory:**

"The Expectancy theory proposes that all the people can be motivated to behave in a certain desired way for producing a desired combination of an expected outcome (Lock and Latham, 2004)".

**Vroom's Theory:**

Lock and Latham (2004) have found that Vroom's model is based on the fact that 'the choices made by an individual from the available alternatives for an expected outcome are logically and lawfully related to the cognitive and psychological events that take place contemporaneously with his behavior'

**Herzberg two factor theory (Herzberg et al, 1959):**

As per Phil Hardwick (2009) "Herzberg is known for his Motivator- Hygiene Theory". He adds "Herzberg's Motivator-Hygiene Theory proposes that the 'Hygiene factors' operate independently of 'Motivator factors'. He said that preventing dissatisfaction is equally important as encouraging satisfaction". Herzberg has discovered in his study that the employees in an organization tend to define their level of satisfaction in terms of factors that have remained intrinsic to the nature of the job. Such factors were identified as 'Motivators' which included factors like recognition, achievement, advancement, growth opportunities and responsibilities. The same set of employee identified the factors that caused 'dissatisfaction' at the workplace which were called 'Hygiene' factors. This set of hygiene factors were an outcome of the extrinsic and non-job related factors like salary, companies policy, supervisory practices and interpersonal bonding (Lock and Latham, 2004). Based on these two set of factors i.e. (Motivator and Hygiene), the researcher proposes that eliminating the cause of dissatisfaction on the basis of Hygiene factors would only keep the employees 'not dissatisfied' however Herzberg argues that this situation would only lead to a neutral state. Herzberg defines that Satisfaction would only result if the organization works upon the 'Motivator factors'. The HR personnel must be able to identify the motivator factors at the work place and appropriately design the policies.

The researcher finds that the theories around satisfaction do help in dissecting the concept and identify the factors that have an additive effect on employee's satisfaction towards the job and similarly outline the factors that have a detrimental effect on the same. In the context of the research work the managers must find the role of 'Training and Development' as a motivator factor in order to affect the employee satisfaction.

**2.3 Relationship between 'Job satisfaction' and 'Employee Training'**

The researcher has up till now elaborated upon the theories and concepts surrounding 'satisfaction' at the workplace. The researcher would take it further to associate the 'Training' outcome with employee's job satisfaction at the work place. Patrick (2000) defines *job training* as "a set of planned activities on the part of an organization to increase the job knowledge and skills or to modify the attitudes and social behavior of its members in ways consistent with the goals of the organization and the requirements of the job." Bartlett (2001) identifies training as a systematic enhancement of the skills, knowledge and expertise as required by an employee to perform the given task effectively.

The Job satisfaction on the other hand is defined as what affinity do the employees have with their job in terms of their likes and dislikes (Matthews et al, 2000). The satisfaction to their jobs can therefore be understood as the degree of an employee's liking and disliking for the job. Flannes and Levin (2005) believe that job satisfaction can only be measured through multiple constructs and via multiple viewpoints. For instance an employee can be satisfied through a certain element of his job while another may show disappointment for the same. The job satisfaction can therefore be seen as a variable function that varies from an individual to individual. A lot of other researchers (Bartlett, 2001; Debrah, 2001; Shute, 2004) have similar assumptions on job satisfaction. The researchers find job satisfaction an outcome of the behavioral cycle that reflects upon the employee's style of working towards an expected outcome. Job satisfaction is also viewed upon as an individuals understanding, like or dislike for both the negative and positive outcome of a certain exercise. Such cognitive emotions can be identified by the HR managers in routine behavior; for instance dissatisfaction is reflected through poor health, absenteeism, low productivity and complaints while satisfaction can be observed through higher productivity, teamwork, attitude and ambience.

Patrick (2000) relates both organizational training and job satisfaction in order to create 'Job training satisfaction' which is understood as an employee's perception about the various aspects of job training which they received. As per Patrick, Job satisfaction is an outcome of the people's likes of dislikes about the various measure that have been taken to develop their knowledge, craft, technology, work practices and the attitude towards a given task. However the researcher finds that multiple constructs define an employee's feelings towards job satisfaction and is therefore not an evaluation of a single activity or process. Similarly, job training satisfaction is also a measure of a formal training initiatives being taken by the organization.

The researcher believes that an employee's feelings towards an organization's training initiatives are very critical as this reflects upon his over all productivity with the job. As is observed with surveys that take into account 'job training satisfaction' the employees tend to carry the satisfaction to the workplace in the form of attitude; this often reflects upon the productivity and performance of the employee. In one of the econometric studies (Lee A Lillard & Hong W Tan, 1986) a well devised and effectively applied training schedule was found to increase the yearly earnings of the firm by 27%, similarly the outsourced training shown a 13% rise in annual earning while 'on-the-job' training resulted in a 5% rise in annual earnings (Lee A Lillard & Hong W Tan, 1986). This study also revealed that the employees developed a sense of confidence and security about their capabilities thereby reducing the probability of unemployment for them.

### **III. FINDING AND ANALYSIS**

#### **3.1 Introduction**

Deducing and discovering a pattern in the research data, categorization of the observed patterns and simplifying the observations underscores the essence of findings and analysis (Bryman and Bell, 2007). With findings and analysis, the researcher evaluates the primary and secondary data in order to outline the patterns, make observations and deduce their meanings. The questionnaire was used as the research tool in order to obtain the responses from the employees and the HR managers in view of the set research objectives. The researcher tried to identify the existence and the significance of the 'Organizational training' with the employee's overall job satisfaction.

The researcher in this section summarizes the findings as per the observations made in the survey questionnaire regarding their training needs, expectations and opinion. The observations have been tabulated and shown graphically.

**Question 1: Did you have any training when you started at IT companies.**

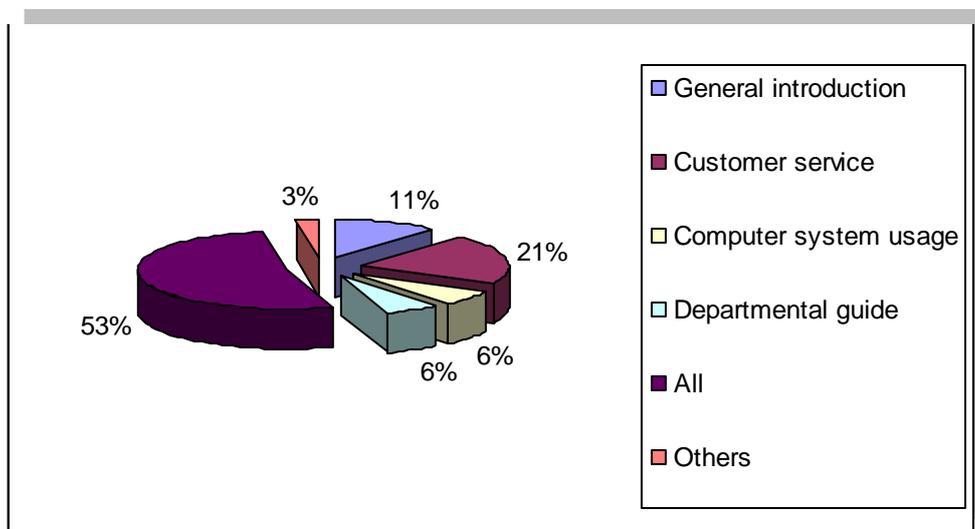


The response was observed positive as 89% of the respondents did receive training at IT Industry and this also substantiates the claims of the HR managers that ‘the companies’ desired objective of meeting customer satisfaction through well trained employees at IT companies’.

**Analysis:** Through out this research work, the researcher mentions that both the employees and the organization are equally benefited by the ‘training’ initiatives being taken at the firm. The researcher finds that at IT companies, the employees not only find organizational training very significant but also takes self-initiatives to take the same. The findings have revealed that -

The majority i.e. 89% of the respondents did receive training at IT Industry and this also substantiates the claims of the HR managers that the companies desired objective of meeting customer satisfaction through well trained employees at IT Industry. The findings further reveal that close to 84% of the employee applied for the training by themselves; this clearly marks the need that the employees at IT Industry place on the training program.

**Question 2: What is the ‘training’ about?**



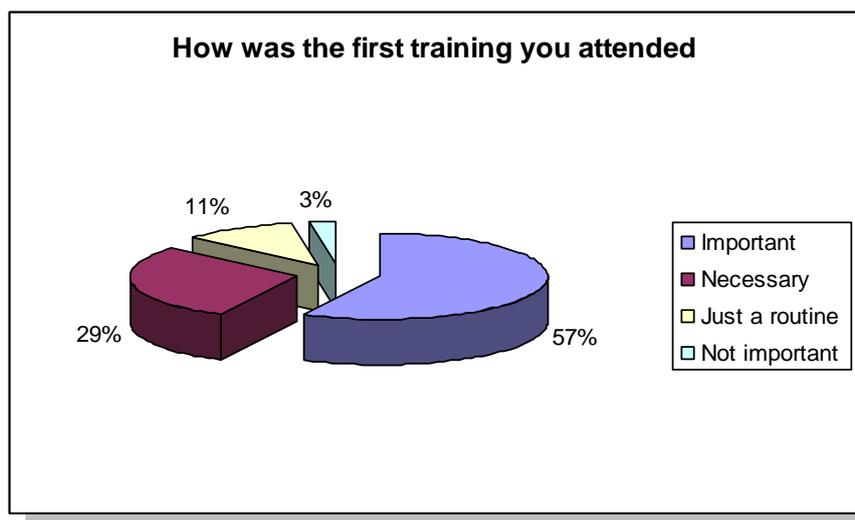
The findings on this question reveal that the ‘training’ broadly prepared the employees for all the job related functions i.e. Customer services, Technical and Departmental, as 42 (53%) of the employees found the training to be comprehensive. Though, a good 31 employees also found it to be a more specific to Customers services, Technical or General Aspects.

**Analysis:** The researcher finds that IT Industry was able to identify the training needs of its employees and have accordingly devised a befitting training and development program. The literature also makes clear that the teaching styles,

mechanisms and approach should confirm that the training objectives are met and the employees learning something that is worthwhile for their jobs. Halstead (2005) argues that adopting an Andragogical approach would help the employees to learn as per their requirements and utilize the resources and pace that suits their individual capabilities. While a Pedagogical approach by the organization would provide them a submissive learning which doesn't allow them to explore their interest areas and instead focus on a limited area thereby reducing the effectiveness of training.

The researcher finds that IT Industry has successfully adopted an Andragogical approach where in the employees were trained as per their requirements and the covered a broader areas of their jobs. The findings too reveal a similar result as the 'training' broadly prepared the employees for all the job related functions i.e. Customer services, Technical and Departmental, as 42 (52%) of the employees found the training to be comprehensive. Though, a good 31 employees also found it to be a more specific to Customers services, Technical or General Aspects.

### Question 3: How was the first training you attended?



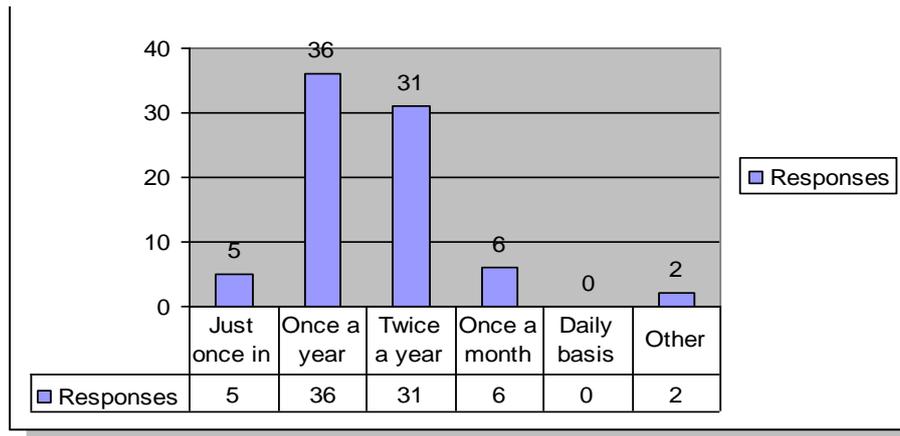
The respondents have found the training relevant as 57% of the employees found it to be very important and 29% found it to be very necessary for their professional competencies. [The HR managers too have confirmed the same by mentioning that the training has been made mandatory for all the employees and no-one is allowed to starting working until the training schedule is over. The training prepares them for identifying the customers needs, seek appropriate solution and accordingly provide the services. An untrained employee might make the customer unhappy over the standard of services that are currently being followed at IT companies].

**Analysis:** The researcher believes that often the organizational training and development programs administered to the employees don't make the expected difference in the employee's combined performance for the business. However in case of IT Industry it appears that the employees are able to identify and relate well with the objectives of the training program. This is primarily because they found the training program relevant for the enrichment of their jobs. Halstead (2005) states hat unless the training objectives are devised as per the specific employee needs, the associated benefits might not be experienced. But in the case of IT Industry the researcher observes that –

The respondents have found the training relevant as 57% of the employees found it to be very important and 29% found it to be very necessary for their professional competencies. The HR managers too have confirmed the same by mentioning that the training has been made mandatory for all the employees and no-one is allowed to starting working until the training schedule is over.

**Question 4: How often the training is held at IT Industry**

The researcher in order to investigate the frequencies of the training schedules also investigates the employees about how frequently the training is arranged at IT companies.



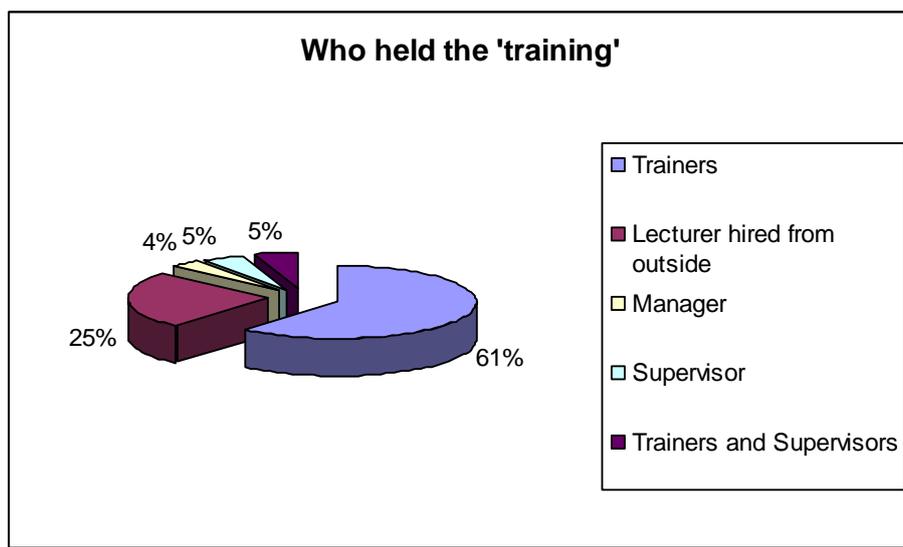
**Analysis:** The findings reveal that a good 67 employees have responded that the training schedules are arranged once or twice a year respectively. However just 5 of the total respondents revealed that they got training only once when they joined the organization. Wilson, (2005) in his study among 271 IT professionals finds that ‘Job satisfaction is a key factor in determining employee productivity and the opportunity to learn new technologies, skills and practices, add the most to an employee’s job satisfaction. Especially in the context of the ‘company industry’ it is very important for IT Industry to have a good frequency of training schedules as the new technologies, business practices and policies keep evolving at a very rapid rate. The Employees need to be constantly trained and developed for the same. A good 83% of the employees have confirmed this effort of IT companies.

**Question 5: The training in the companies is mandatory or essential**

There was a clear bifurcation on the training requirement aspect as 48% found it optional and 52% found it mandatory.

**Analysis:** The researcher finds that the ‘need of training’ has probably not established well by the HR department at IT Industry as the respondents have remained divided on this aspect. The ‘need’ for training in the employees should more be a necessity then a facility and probably the HR department at IT Industry has not been able to establish ‘organizational training’ as a ‘Necessity’.

**Question 6: Who held the ‘training at IT companies?’**



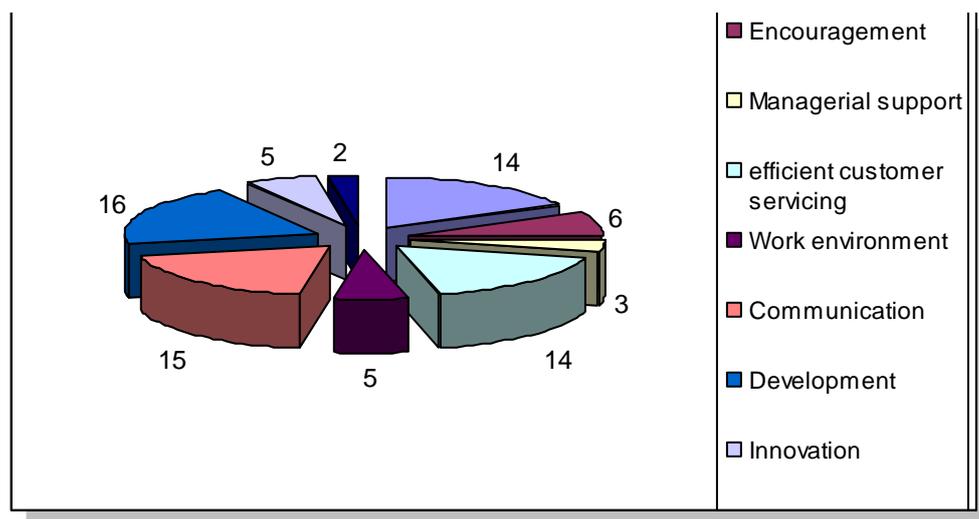
The question is aimed at investigating the employees about the how and what resources are being spent by IT Industry on the training needs of the employees as close to 61% of the employees have responded that the in-house trainers have led the training programs and occasionally some outside trainers too have been outsourced for the purpose. This also establishes the concern that IT Industry places on the initiatives that are being taken to keep up with the training needs of its employees. The companies has specifically designed a 'T&D' division that finds out the training needs of the employees and occasionally the trainers from the outside too are hired to add to the existing mentoring.

**Analysis:** The researcher therefore believes that IT Industry successfully look upon its human resource as a strategic tool and invests a considerable amount of time, money and resources in developing its workforce for a better 'return on investment' in the future. This viewpoint of Posner (2006) about investing on employees for their over all satisfaction and a likewise strategic use for the organization is substantiated by the findings-

The researcher investigates the employees about the how and what resources are being spent by IT Industry on the training needs of the employees. Close to 61% of the employees have responded that the in-house trainers have led the training programs and occasionally some outside trainers too have been outsourced for the purpose. This establishes the concern that IT Industry places on the initiatives that are being taken to keep up with the training needs of its employees. The companies has specifically designed a 'T&D' division that finds out the training needs of the employees and occasionally the trainers from the outside too are hired to add to the existing mentoring.

#### Question 7: Why is 'training' important in the companies?

Similarly the employees have found 'Development' as the prime outcome of any training program that establishes their need of learning new technologies & methodologies to become a better professional. And together 60% of the employees consider training important for efficient customer servicing, communication and personal development.



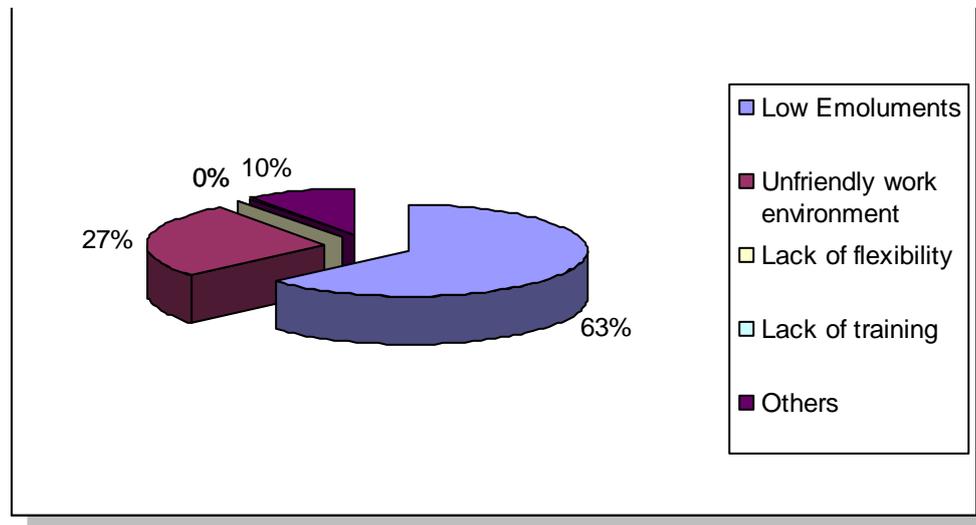
**Analysis:** Johnson et al (2008) define strategy as the capability, scope and direction of an organization for a long term which develops an advantage for the organization via configuration of the available resource for a challenging environment. One of the key resources for an organization is its 'workforce' and an effective training program makes sure that the training program prepares knowledgeable, competent and skilled employees who can respond to market forces and give the organization a competitive edge. The literature also substantiates the same Schmidt (2007) states that 'training is a systematic effort by an organization to assist the employees to understand, learn and develop the job related competencies'. Such competencies include present technologies, knowledge, skills and behavioral practices which are very important for a outstanding job performance and a relatively high 'job satisfaction' among the employees. Owens Jr. (2006) finds that 'In an organization, training and development systematically develops the expertise, knowledge and skills of an employee in order to let him perform his job effectively. In case of IT Industry the researcher observes that Objective 1 is truly achieved.

**Objective -1:** To identify the benefits associated with an effective training and development program for the employee satisfaction and its affect on the employee turnover and retention.

The employees have found 'Development' as the prime outcome of any training program that establishes their need of learning new technologies & methodologies to become a better professional. And together 60% of the employees consider training important for efficient customer servicing, communication and personal development.

**Question 8: What causes you the greatest dissatisfaction at work?**

The researcher also tries to interpolate about what causes Dissatisfaction among the employees, and the employees have unanimously found 'Low emoluments' (63%) as the prime cause of their dissatisfaction towards the job. However none of the respondents have expressed dissatisfaction over the aspect of 'Training'.



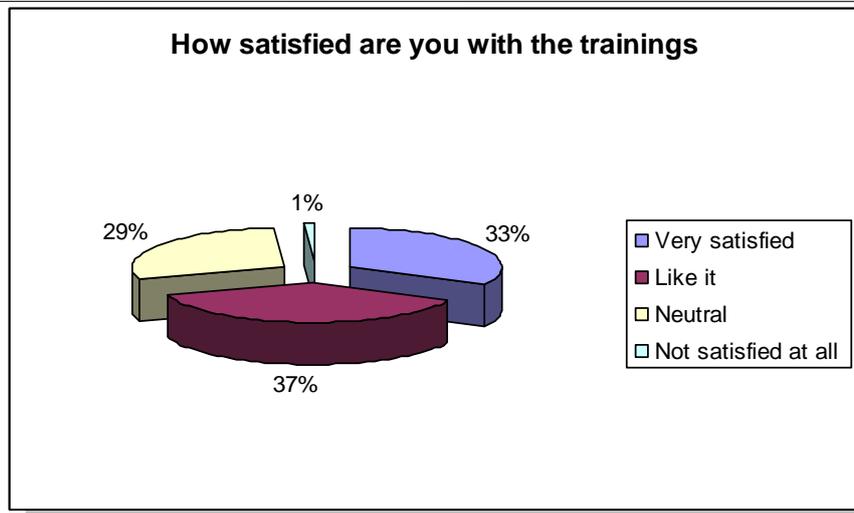
**Analysis:** The research objectives were analyzed on the basis of the findings made during the survey among the respondents, the secondary data as obtained during the literature review and the claims as made by the HR managers at IT companies. The researcher in view of objective 3, investigates the employees for their reason that causes dissatisfaction at the workplace-

**Objective 3:** To identify the shortcomings in the current 'training and development' programs at IT Industry and to recommend better alternatives

Garvin (2000) states that it is very important for the organization to increase the knowledge, technical know-how and the creative potential of its employees at every level, so as to keep them satisfied and motivated to bring change, face new challenges and strategically take the organization further. The training should make sure that employees are satisfied and remain hopeful for a stable employment with growth prospects and career progression. The researcher finds the IT Industry does so successfully through an effective organization training program and this has also been substantiated through the employees as they have unanimously found 'Low emoluments' (63%) as the prime cause of their dissatisfaction towards the job and none of the respondents have expressed dissatisfaction over the aspect of 'Training'.

**Question 9: How satisfied are you with the 'trainings' being given at IT company**

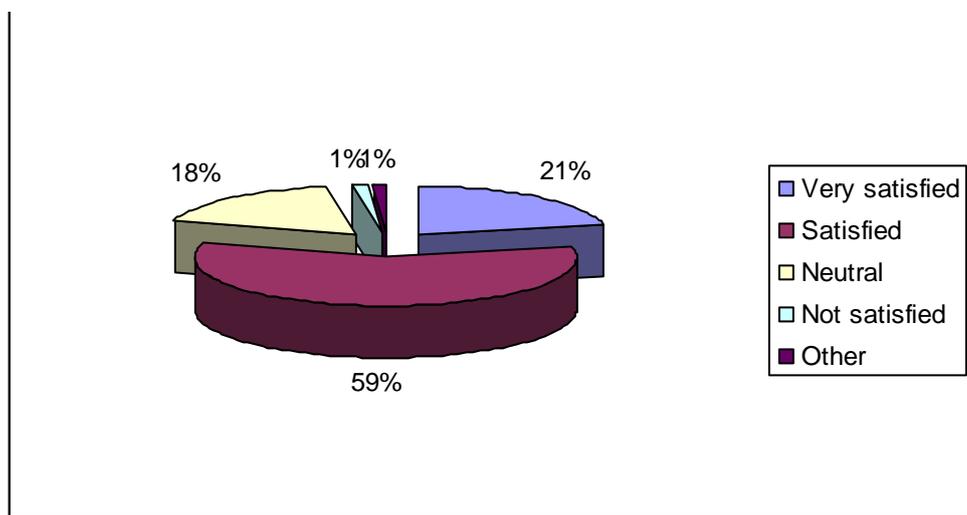
The researcher through this question tries to obtain a cumulative response of the respondents about how much are they satisfied with the initiatives at IT Industry for training its employees.



The researcher finds that 70% of the respondents are satisfied with the kind of ‘training’ that the employees receive at IT companies. To add to it 29% have remained neutral on this statement thereby not adding to dissatisfaction. This makes just 1% i.e. just 1 employee not satisfied. For an organization to have this kind of satisfaction levels about training is a very positive sign about the HR policies and employee quality.

**Question 10: How satisfied are you with you job?**

The researcher, in view of the aims and objectives of the research work also access the respondents about what effect does the training initiatives have on the over all employee satisfaction towards his job.



The respondents draw a bright outline as 80% of the employees have shown satisfaction towards their job which the researcher perceives as an outcome of the ‘training’ initiatives that have been taken by the IT Industry to keep the employees competent and satisfied. This finding is further substantiated by the fact that none of the respondents have expressed dissatisfaction over the aspect of ‘Training’. This researcher also tries to find out if the research objectives (section) have been met or not. It also considers the implications of training and development at IT companies, analysis of questionnaires responses (based on the theoretical framework) and produced findings to demonstrate whether the research objectives were met. Finally, conclusions and recommendations were drawn from the research’s findings; limitations and potential areas for further research were suggested.

#### IV. CONCLUSION

**Analysis:** The organizational performance is a cumulative measurement of an organization's actual productivity in comparison to the stated objective and the targets. In order to attain the objectives the organization must align its workforce through generating an over all satisfaction in them. And one of the critical components that evolve this satisfaction is the organizational training. The managers and the employees were asked about if they are satisfied with the organizational training that they receive at IT Industry and the researcher also tried to investigate that is there any connection between the organizational training and their over all satisfaction with their jobs. The findings therefore seem to substantiate Objective-2 :

The study also critically evaluates the 'training and development' initiatives being taken at IT Industry towards employee satisfaction

The Finding have clearly shown that The respondents draw a bright outline as 76% of the employees have shown satisfaction towards their job which the researcher perceives as an outcome of the 'training' initiatives that have been taken by the IT Industry to keep the employees competent and satisfied. This finding is further substantiated by the fact that none of the respondents have expressed dissatisfaction over the aspect of 'Training'.

The researcher observes from the two set of factors i.e. (Motivator and Hygiene), that for eliminating the cause of dissatisfaction on the basis of Hygiene factors would only keep the employees 'not dissatisfied'. Herzberg argues that Satisfaction would result only if the organization works upon the 'Motivator factors'. The HR personnel must be able to identify the motivator factors at the work place and appropriately design the policies (Phil Hardwick, 2009), Lock and Latham, 2004).

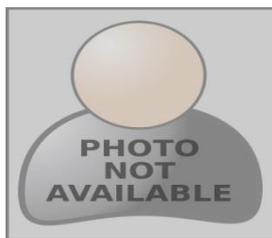
The researcher finds that in the context of the Herzberg's 'Hygiene and Motivator theory, IT Industry has successfully applied 'Training and Development' as a motivator factor in order to affect the employee satisfaction. The HR policies have appropriately implemented organizational training to keep the employees satisfied at the work place.

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