

The Relationship Between Employee Training and Job Satisfaction in Banking Industry



Management

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ABSTRACT

In knowledge based economy, training is an extremely integral aspect in making the organization sustainable and dynamic. Training is provided in order to develop employee's skills which would lead to higher level of Job satisfaction by enhancing their performance and increasing overall profitability of the organization. The purpose of this study is to find out the impact of existing training programmes on employees performance at work along with their satisfaction. This research work assesses the relationship between employee training and their job satisfaction among Gurgaon banks. Pearson product moment correlation coefficient was used in order to study the relationship between staff training and job satisfaction, while multiple regression was used to determine its effect. After analyzing the result we can interpret that staff training has a positive significant relationship with job satisfaction. This study also concluded that the combined influence of age, working experience, and qualification have a strong relation with job satisfaction of Gurgaon banks' employees.

Introduction

In knowledge based economy training is an extremely integral aspect of every organization. Organizations are increasingly employing various trainings programmes to enhance the level of job satisfaction. Training can be defined as a practical education through which knowledge and skills develop, experience and inefficiencies are overcome and closer approximation can be achieved (Atif, *et al*, 2011). After extensive research Human resource specialists realize the importance of training and development and thereby have taken conscious decisions to inspire organizations' management to provide their employees the right to develop their individual skills and have made available an extensive range of training available across their organizations, customized so as to meet the needs of their employees.

Sajuyigbe and Amusat, (2012) in their research had reported that training and development can put enhanced job satisfaction personally. Mubashar farooq, (2001) also reported that training has had a significant impact on increasing the productivity, sales, customer service, also improvement in rate of retention of their employees, and giving higher stage of job satisfaction personally. According to Azeem, (2009) certain factors like job security and opportunity to use skills& abilities are responsible for increasing job satisfaction of an employee.

Literature Review

A major part of resources in any organization are employed towards the training and development of its employees. Therefore this has given a wide scope to researches to investigate the impact of training practices on employees and the areas of improvement in implementing trainings. Training provides multiple results like increasing efficiency of worker and motivates them to have a belongingness towards the organization.(Mansoor, 2012). Through training conscious steps are taken towards improving the skills of an employee to adapt to organizations goal. .

In one of the observation in his study Pischke (2000) showed that if training which is of common nature and is if the employer provides it without charging any extra cost to his workers then those workers who have received such no costs training shows larger productivity benefits from the training during working hours. Also he has explained that workers who have higher earnings comparatively are always eager to participate in the training.

Job satisfaction means upto an extent to which people will be fond of or will not be fond of their jobs (Williams, 2007). Job satisfaction gives strong indication of complete individual welfare (Bakare, 2012). He concluded that employees who got training

were more satisfied than those who were not trained.

Study of the Literature showed that job satisfaction can also be predicted from professional behaviour such as age, education, marital status, gender, and other characteristics. In his research work Bakare, (2012) showed that the likelihood of willingly leaving a job decreases along with job satisfaction. Cross-sectional studies show job satisfaction has a control over worker productivity (Tsang *et al.*, 1991).

The impact of training on the employee job satisfaction was studied by Stephen and Bowley (2007). In study; they associated training with the employee's productivity which would contribute to better employee skills and subsequently efficient customer service and satisfaction. Gajaok and Tansem (2005) found a significant positive relation between training and job satisfaction in Austria using ordered Probit estimation. Also Schmidt, (2007) studied the relationship between training satisfaction and overall job satisfaction in United States and Canada while analyzing a sample of 552 customer and technical service employees. He found a significant positive relationship with respect to a bivariate regression coefficient (Baldwin and Johnson 1995).

Research Objectives

The objective of this research paper is to:

1. Evaluate the relationship between training and job satisfaction
2. Assess the impact of socio demographic characteristics of banks staff on job satisfaction

Research Methodology

Descriptive survey method was taken to do this research work. The questionnaire developed by Teseena and Soeters (2006), contained total of 20-items with three different sections whose heading are: social - demographical characteristics of the respondents, respondents' training needs and respondents' job satisfaction.

Total 85 employees were taken as the sample size from 10 banks. The total population for this research has been considered by taking all employees of banks in Gurgaon region. The authentication of the questionnaire was achieved by approving the draft of the questionnaire from the professionals who are from relevant fields and have critically examined it and gave their amendments which were incorporated into it finally. The scale yielded reliability alpha of 0.85 and was tested for validity and reliability. To measure the relationship between the 2 variables- dependent variable which is Job satisfaction and independent variables which is Staff training needs and social - demographical charac-

teristics, a Pearson product moment correlation was used. While to measure the effect of staff training and social - demographical characteristics on job satisfaction, multiple regression method was employed. The multiple regression model used in the study is:

$$JS_i = \alpha + \beta_1 TN_i + \beta_2 AG_i + \beta_3 EXP_i + \beta_4 GEN_i + \beta_5 QUAL_i + \beta_6 MS_i + \epsilon_i$$

Where,

α = constant, JS = Job satisfaction, TN = Training needs, AG = Age, EXP = Experience, GEN= Gender, QUAL= Qualification, MS = Marital Status and ϵ = error term

Data Analysis and Interpretation of Result

Table 1: Pearson product moment correlation: showing the relations of job satisfaction, staff training and social and demographical characteristics.

Vari-able	Job satis-faction	Train-ing of Staff	Age	Work-ing experience	Gen-der	Qualifi-cation	Marital status
1	1.000	0.698**	0.098	0.0035	0.004	0.265*	0.171
2		1.000	0.121	-0.020	0.108	-0.240*	0.078
3			1.000	0.072	-0.128	0.172	-0.240
4				1.000	-0.182	0.102	0.014
5					1.000	-0.188	0.124
6						1.000	0.525**
7							1.000

Note **P<.01 *P<.05

We can analyze from table 1 shows that training has a positive relation with job satisfaction with (r = 0.698). The above results ion is conformation with the other research work also like- (Bakare, 2012; Sajuyigbe and Amusat, 2012; Stephen and Bowley, 2007; Gazioglu and Tansel, 2002; and Large, 2007). They also found that there is a positive relationship between employee training and job satisfaction.

The above table also shows that age, working experience, gender, qualification and marital status have positive relationship with job satisfaction with (r = 0.098, 0.0035, 0.004, 0.265 and 0.171) respectively. This also suggests that the younger employees are less satisfied than the older employees. The result also points toward that if the bank employees stay more in the job; the more they are going to develop job satisfaction in their work. Job satisfaction can also be influenced by Gender, qualification and marital status. However, only training and qualification have significant correlation. The following tables exhibit the output of the multiple regression model.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.743a	.555	.514	.35116

Predictors: (Constant), marital status, Experience, staff training, Gender, Age, Qualification.

Table 3: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
1	10.992	7	1.836	14.860	0.000

Dependent Variable: Job satisfaction

Predictors: (Constant), marital status, Experience, staff training, Gender, Age, Qualification

Table 4: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.412	.449		3.165	0.003
Training needs	.696	.083	.698	8.528	.000
Age	-.192	.079	-.216	2.441	.018
Experience	.006	.036	.001	.003	.020
Gender	-.081	.086	-.082	-.939	.356
Qualification	.121	.073	.179	1.691	.007
Marital status	-.033	.108	-.033	-.305	.766

Dependent Variable: Job satisfaction

Tables 2, 3 and 4 show that significant co-joint influence of staff training, Age, Working experience, Gender, Qualification and Marital status on job satisfaction (R2 = 0.55; F (6, 73) = 14.86; P <.001). We can easily analyze that 55% of the variance of job satisfaction, while the remaining 45% could be due to the reason of unrelated variables. Training, (β = 0.696, t = 8.529, P<.01), Age (β = 0.192, t = 2.442, P<.05), Working experience (β = 0.006, t = 0.003, P<.05), and qualification (β = 0.121, t = 1.691 P<.01) were significantly independent predictors of job satisfaction. This shows that staff training, Age, working experience, and qualification have positive significant impact on job satisfaction of employees respectively. The findings also reveal that mature, experienced and qualified employees have higher degree of job satisfaction. The value of standardized beta coefficients illustrate that training need has highest impact on job satisfaction followed by age and qualification respectively. Surprisingly, the results show that gender and marital status have no signification effect on job satisfaction.

Conclusions

The results indicate that training has a positive relation with job satisfaction. This shows that employees who have undergone training are having more satisfaction with their job. The study also showed that the collective influence of age, working experience, gender, qualification and marital status has positive relationship with job satisfaction which suggests that the younger employees are less satisfied than the older employees. However, only training and qualification have significant correlation.

The findings also reveal that mature, experienced and qualified employees have higher degree of job satisfaction. The training need has highest impact on job satisfaction followed by age and qualification respectively. The results also indicate that gender and marital status have no signification effect on job satisfaction.

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