

"Job Satisfaction through Training and Development Programmes- A Case Study at J.K. Tyre Ltd, Mysore"

Dr. B. Nagaraju¹, Archana M. V²,

Associate Professor Department Studies in Commerce University of Mysore Manasagangotri Mysore -06
Lecturer in Commerce University Evening College Mysore.

Abstract; Employee development is not just the responsibility of the employee. In today's diverse workforce, business practices have evolved to reflect economic competitiveness in developing and retaining talented employees. Organizations are continually seeking new solutions to assess, understand, and strategize employee development. One of the greatest challenges faced by managers is the strategic personal development of their employee in order to ensure effective use of their talent. To properly manage this vital resource, they must identify their challenges and then implement the Training and development Programmes. Planned training and-development- programme will return values to the organization in terms of increased productivity, morale, reduced cost greater organizational stability and flexibility to adopt changing external requirement, when they are well trained, they can easily handle situations, please customers ensuring customer retention as well as resolve any glitches easily without much ado. This article analyzes and evaluates the significance of employee development programmes and the level of job satisfaction. The study determined that training and development increase employee satisfaction level. A review of research literature in 2003 supported the commonly held belief that employee development programs make positive contributions to organizational performance. A more highly skilled workforce can accomplish more as the individuals gain in experience and knowledge.

Keywords: organizational performance, job satisfaction, training and development.

I. Introduction

Today organizations are facing a tough challenge to survive in the global scenario. In order to survive organizations need to transform themselves into learning organizations and train its members to adapt to the constant changing competitive business environment.

Training is important and dynamic function to be filled by the HR Department, through training there is greater stability, flexibility and capacity for growth in organizations, Employees become efficient after undergoing training. Efficient employees contribute to the growth of the organization; growth renders stability to the work force. Further trained employees versatile in operations and flexibility in their work.

Growth indicated prosperity, which is reflected in increased profits from year to year. Training is an investment in HR with a promise of better return in the future. Therefore training is very much necessary in this globalization era.

The efficiency of an organization depends directly on how capable its personnel are and how they are motivated to work. Capability of a person depends on his ability to work and the type training he receives. While his personal capability is evaluated through proper selection procedure, his training is taken care of by the organization after he has been employed by the organization. .

Job satisfaction of its workers for organizations, a work force that is motivated and committed to high quality performance. Increased productivity quantity and quality of output per hour work deems to be a by product of improved quality of working life. Employee attitudes are inversely proportional to levels of job satisfaction. If employee underperforming or over performing, it is only because of respective deviations in drawing job satisfaction. For instance if the owner driven by a desire to run a successful organization, it is imperative that you pay utmost attention to changing employee attitudes. The general temperament of your workforce is mostly the defining factor of organizational behavior and steer it towards your predetermined objectives. A company that values its employees has higher chances of sculpting a winning team and a loyal workforce, than the one with a myopic view pertaining to profits only. Job satisfaction among the employees is a key indicator of success and a content work environment.

II. Review Of Literature

Training is a continuous and perennial activity. Human evolution itself is a part of history of Training. The Stone Age people got themselves trained to fulfill their basic needs. The metal age people has gone one more step further and learnt the art of use of metals and cooking. Thus every page and stage of human civilization will contain Training in the backdrop. Even in the monarchical era, the kings used to send their

wards to "Gurukul", which is nothing but o-forni of residential Training. Even today in the area so skill Training we can see 'Apprenticeship' as a form of Training.

Benefits of Training and Development for Individuals and Teams, Organizations, and Society Herman Aguinis and Kurt Kraiger²

In this articles review the literature focusing on the benefits of training and development for individuals and teams, organizations, and society. They adopt a multidisciplinary, multilevel, and global perspective to demonstrate that training and development activities in work organizations can produce important benefits for each of these stakeholders. They also review the literature on needs assessment and pretraining states, training design and delivery, training evaluation, and transfer of training to identify the conditions under which the benefits of training and development are maximized.

Impact of Training and Development on Organizational Performance By Raja Abdul Ghafoor Khan, Furgan Ahmed Khan, Dr. Muhammad Aslam Khan University of Lahore, Islamabad Pakistan.

The focus of current study is to understand the affect of Training and Development, On the Job Training, Training Design and Delivery style on Organizational performance. The back bone of this study is the secondary data comprised of comprehensive literature review. Four Hypotheses are developed to see the Impact of all the independent variables on the overall Organizational Performance. The Hypotheses show that all these have significant affect on Organizational Performance. These Hypotheses came from the literature review and we have also proved them with the help of literature review. Results show that Training and Development, On the Job Training, Training Design and Delivery style have significant affect on Organizational Performance and all these have positively affect the Organizational Performance. It means it increases the overall organizational performance. They also proved the Hypothesis through empirical data.

It has developed into a multi product, multi-location corporate entity. The company produces and sells tyres and tubes under the brand name 'JK Tyre' for Truck, Buses, Passenger Cars, Jeeps, Light Commercial Vehicles, Multi Utility Vehicles and Tractors The Company's three plants are located in Rajasthan, Madhya Pradesh and Karnataka, JK Tyre is the largest manufacturer of truck and bus tyres in India. The truck and bus tyres produced account for nearly 74% of the total tyre business in India, thus giving JK Tyrean undisputed position. Additionally, JK Tyre is the only manufacturer of truck/ bus steel radial tyres, and the second largest manufacturer of 4-wheeler tyres in the country. J.K. Industries acquired Vikrant Tyres, Mysore in 1997. J.K. Industries and Vikrant Tyres are the only tyre companies in India to have received all three ISO 9001, QS 9000 and ISO 14001 certificates. The company has a technical collaboration with Continental AG, Germany, which is among the top five tyre manufacturers in the world to keep pace with latest technological developments. To stay at the forefront of technological advancements a state of art Research & Development Centre, HASETRI, was set up, which remains the nerve centre for providing cutting edge technology. In a short span of time it has emerged as the 17th largest tyre manufacturer in the world an achievement in itself. The Total employee strength around 3000. The operational level employees are classified into three types -Unp161 led, semi skilled and skilled employees.

Objectives of the Study:

- To analyze the importance of training and developments programmers in tyre Industries.
- To evaluate the need of training and development programs at tyre industries.
- To evaluate how effectively employee development through training and developmentprograms.
- To analyze job satisfaction levels through employee development programs particularly training and developments programs.
- To evaluate employee satisfaction level about their jobs through training and development programs. _ 4
- To develop suitable.recommendAtio:its_on the basisvf employee satisfaction level. - □To evaluate does training and development have made a difference on work floor.

Hypothesis:

- To check and analysis is there any significant relationship between training and development.
- To evaluate and analyze is there any significant relationship between training and developments riti ..programs and job satisfaction level.

Scope of the study :

The study confined to J.K. Tyres Ltd. The study attempts to highlights the perception of employees regarding the training process at the J.K. Tyres Ltd. The study covers only Semi skilled employees, who are working in the operational level and their view about the various aspect of training and development programmers, and their satisfaction level.

III. Research Methodology

A research design is a framework for conducting the research article. The data required for the study has been gathered from primary and secondary data. This article consist the following instruments.

Primary data collected through the following instruments.

➤ **Questionnaire:**

Swaminathan, j and Gowri shankar, u (2011): Perceived effectiveness of training and development; a case study in stc technologies pvt ltd., Chennai. Published in: International Journal of Current Research, Vol. 33, and No. 6 (June 2011): pp. 181-184.

The main objective of the study is to measure the effectiveness of the training in the organization and its impact on employee job performance in the organization. For collecting the required primary data, a structured questionnaire, with multiple choice and close-ended questions was administered to 60 employees in the organization through the simple random sampling method. In this study Chi-Square test, Correlation and ANOVAs have been used to interpret the data collected. Based on the research findings the researcher offered suitable suggestions for improving the employee training and development in the organization.

The effects of training design, individual characteristics and work ienvironment on transfer of training. Raquel Velada, Antonio Caetano, John W. Michel, Brion D. Lyons and Michael J. Kavanagh

This article aims to gain insight into some of the factors that determine the transfer of training to the work context. The present research examined the relationship between three types of predictors on transfer of training, including training design, individual characteristics and work environment. Data was collected at two points in time from 182 employees in a large grocery organization. The results indicated that transfer design, performance self-efficacy, training retention and performance feedback were significantly related to transfer of training. Contrary to expectation, supervisory support was not significantly related to transfer of training. These results suggest that in order to enhance transfer of training, organizations should design training that gives trainees the ability to transfer learning, reinforces the trainee's beliefs in their ability to transfer, ensures the training content is retained over time and provides appropriate feedback regarding employee job performance following training activities.

The Effect of Training and Development on Employee Attitude as it Relates to Training and Work Proficiency Debra L. Truittl

This study explores the relationships between training experiences and attitudes and attitudes about perceived job proficiency. In a sample of 237 full-time salaried/exempt and hourly/nonexempt employees from one academic institution and three businesses in The states of Maryland, Delaware, and Arizona, the author finds a direct relationship between one's positive training experiences and attitudes and one's proficiency. The purpose of the present study to investigate the first hypothesis, those employees with training experiences have positive attitudes about training (training attitudes), and the second hypothesis, positive training attitudes are perceived to improve job proficiency. The results of this study support the hypotheses

Company profile:

JK Tyre was incorporated as a private limited company in West Bengal in February14, 1951. Until March 31, 1970, the company was engaged in the managing agency business. Thereafter, the company decided to undertake manufacturing activities and obtained a letter of intent in February 1972 for the manufacture of automobile tyres and tubes. JK Tyre & Industries is the flagship company under the umbrella of JK Organization. JK Tyre and Industries is a mega corporate entity that is emblematic of excellence, diversification and pioneering new technologies. A part of JK Organization which ranks among the top private groups private groups in India, Jk Tyre and Industries is committed to self reliance and follows an ethic that views customer satisfaction as an index of achievement. JK Tyre is the pioneer for Steel Radial technology in India. Over the years, the company has expanded and diversified its business portfolio.

Questionnaire was administered to employees to operational level employees. The sample size was fixed at 0. A total of 16 questions were framed graded with liked scale and employees were requested to choose anyone based on their opinions.

➤ **Direct interaction :**

Apart from the written feedback obtained through a questionnaire, additional information was also gathered through the methods of direct interaction with the employees..This helps in getting more precise and also helps in cross checking the information given by the information.

➤ **Personal observation :**

Working with the HR manger and personally observing the HR process followed by the organization also helped to ensure accuracy of the collected data and to understand true state of affairs.

Secondary data:

The secondary data has been collected from related literatures, from annual reports, from various books and journals, Data have also been collected from the reports of J.K Tyres Ltd.

Limitations:

Even though this article is carried out with all good efforts, but it is imperative to indicate the following limitation of the work.

- The study is confined to J.K. Tyres ltd, Mysore.
- Time is major' limited factor as the article is required to be completed in a limited amount of time.
- Sample size is small as compares to total numbers of employees. Sample size is 50 respondents.
- The data is analyses and interpreted based on the opinions and observations. The result of which can be drawn at best and nearer to the truth.

Data Analysis:

This chapter deals with the analysis of data collected from the customers, pertaining to their views about **JOB**

Satisfaction Through Training And Development Programmes

Analysis is the computation of certain measures, along with (he searches of pattern of relationship that exist among the data groups. It comprises or editing, coding, classification and tabulation of the data collected, so that they are easy to analysis. From the analysis of the data collected during the process of survey the information can be interpreted. Interpretation means to convert the near data into information. It helps in' drawing references. That leads to conclusion, course of action or problem solution. This subsequent topic will deal with the views of Employee Satisfaction, Organisation performance, Facilities provided by the organization etc., In this project we consider two variables,

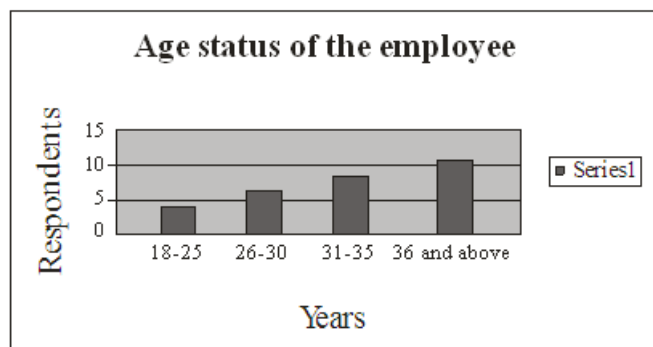
- 1) Demographic Variable
- 2) Study Variable

Demographic Variable: These Variables represents the Age, Sex, Occupation, Marital status, Income, etc. These factors explain the Employee's personal data.

Study Variables: These variables helps us to know the Employee views regarding their Satisfaction level, effectiveness of Training and development programmes, Services, Environmental conditions etc.

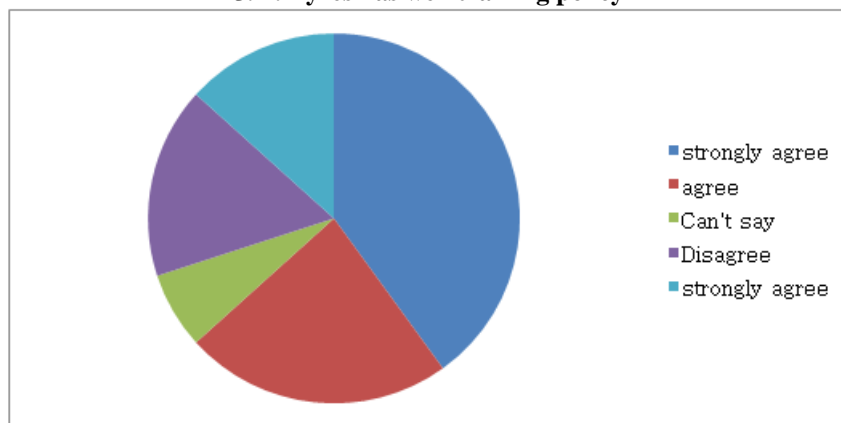
Age

Options	Respondents
18-25	4
26-30	7
31-35	8
36 and above	11



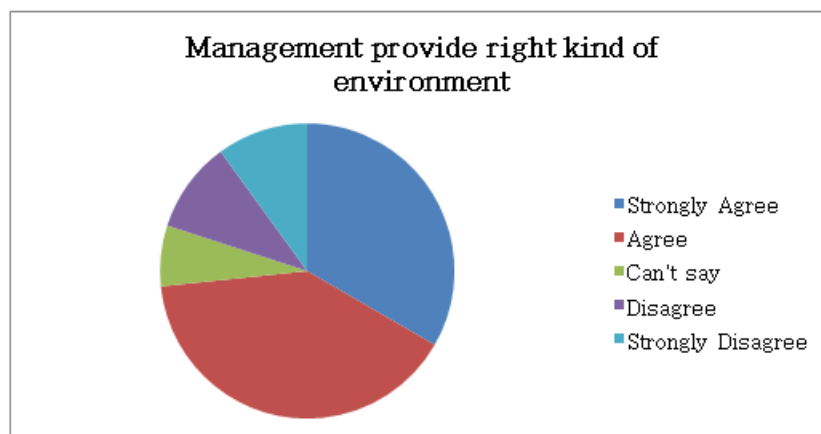
Options	Respondents	Percentage
Strongly Agree	12	12%
Agree	07	7%
Can't say	02	2%
Disagree	05	5%
Strongly disagree	04	4%

J.K. Tyres has well training policy



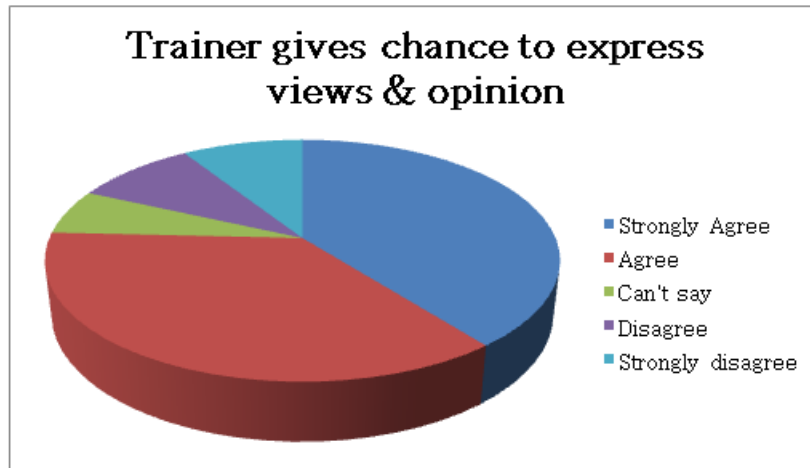
Options	Respondents	Percentage
Strongly Agree	10	10%
Agree	12	12%
Can't say	02	2%
Disagree	03	3%
Strongly disagree	03	3%

Management provide right kind of environment



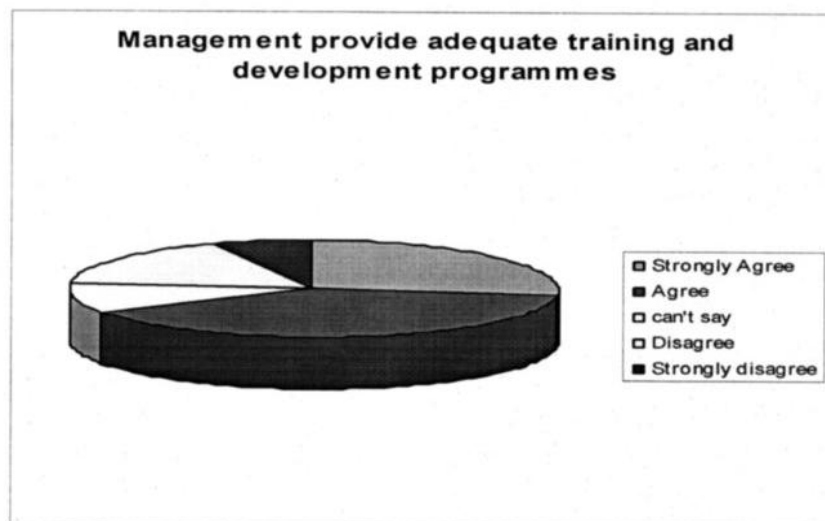
From above figures we could find that majority of employee's opinion that J.K. Tyres had well training policy and major employee's feel that proper kind of environment is provided.

Options	Respondents	Percentage
Strongly Agree	13	13%
Agree	12	12%
Can't say	02	2%
Disagree	03	3%
Strongly disagree	03	3%



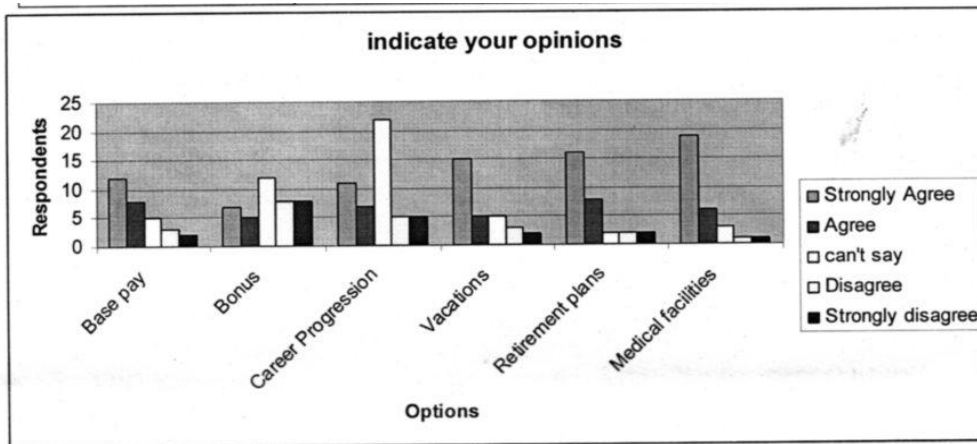
From above figures we could find that Trainer provides right kind of environment and also the trainer provide the opportunities to express their opinion and views.

Options	Respondents	Percentage
Strongly Agree	08	8%
Agree	12	12%
Can't say	03	3%
Disagree	05	5%
Strongly disagree	02	2%



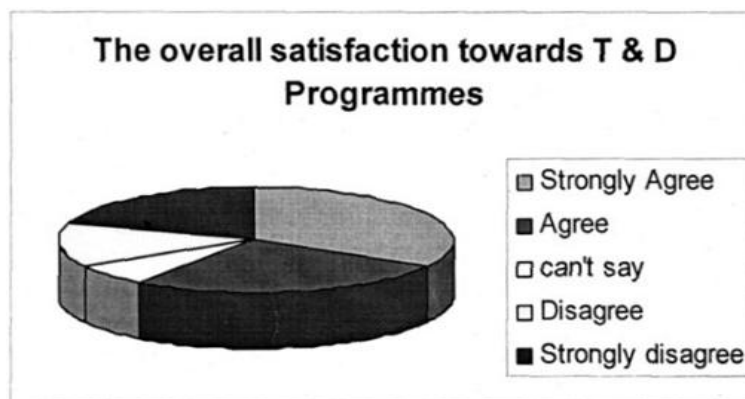
From the above figures we can see most of the employees feel that the Management conducted training & development programmes' .

Options	Strongly Agree	Agree	Can't say	Disagree	Strongly disagree
	Agree				disagree
Base pay		12	8	5	3
Bonus		7	5	12	8
Career Progression		11	7	22	5
Vacations		15	5	5	3
Retirement plans		16	8	2	2
Medical facilities		19	6	3	1



From the above figure most of the employee's are not satisfied with the bas pay, bonus and career progression. There isa positive response towards the vacations, retirement plan and medical facilities.

Options	Respondents	Percentage
Strongly Agree	10	10%
Agree	08	8%
Can't say	02	2%
Disagree	04	4%
Strongly disagree	06	6%



From the above figure we could find that most of the employees are satisfied with the Training & Development programmes' .

Analysis and Interpretations:

Paired t test results

P value and statistical significance:

The two-tailed P value equals 0.3727

By conventional criteria; this difference is considered to be not statistically significant.

Confidence interval:

The mean of Importance of Training minus Training improves Knowledge equals-0.053520 95% confidence interval of this difference: From -0.201699 to 0.094659

Intermediate values used in calculations:

t = 1.0028

df = 4

Standard error of difference = 0.053

Group Training Importance of Training improisa Knowledge		
Mean	0.199120	0.252640
SD .	0.104327	0.127746
SEM	0.046657	0.057130 ...
N	5	5

Null Hypothesis is accepted and alternative hypothesis is rejected because sd is less than one.

Paired t test results

P value and statistical significance:

The two-tailed P value equals 0.3766 By conventional criteria, this difference is considered to be not statistically significant.

Confidence interval:

The mean of Training and job satisfaction minus Training and Job performance equals - 0.119280 95% confidence interval of this difference: From -0.452541 to 0.213981

Intermediate values used in calculations:

t = 0.9937 df = 4 Standard error of difference = 0.120

Group , Training and job satisfaction Training and job performance		
Mean	0.199720	0.319000
SD	0.105272	0.207422 –
SEM	0.047079	0.092762
N	5	5

Null Hypothesis is accepted and alternative hypothesis is rejected because sd is less than one.

Findings and suggestions:

- Researcher has found that many of the employee's are not satisfied with the basic pay, salary is also one of the important factor for job satisfaction if better pay is to be considered, which may increase job satisfaction and loyalty towards company.
- Vocational training and refreshment programs are totally absent, if company could provide refreshment training it may boost the morale of the employee's which is not possible only from. training.

- We have found that company had not provided advance technical training programs to employee's because of which they have not got career progression.
- Before conducting the Training programme the employees should be grouped according their needs.

IV. Conclusion

LPG has made the business world dynamic. Achieving business objectives is a challenging jci) for any organization, in order to achieve its objectives the basic responsibility of any organization is that the effective utilization of available human resources, technology, finances, and physical resources. Of which, the human resources plays a very important role in the realization of the objectives of the business. If the human resources are not properly motivated and trained, the management will not able to accomplish the desired results. Thus we conclude that the organization should adopt need based training programmes and design such training programmes meticulously for the training programmes to be successful.