

The Impact of Training on Employee Job Satisfaction & Productivity: A Case Study from Grameen Phone

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Abstract

Job satisfaction identifies the various attitudes of the individual has for the work that has been identified the job satisfaction as a positive emotional or pleasurable state results from the appraisal of one's work or work experience. It is related to the efficiency and productivity of worker absenteeism and staff mobility. Compensation can be a factor that contributes positively to job satisfaction. Job satisfaction, depends positively on income and negatively on hours of work, and that it depends also on a set of other job-specific and worker-specific characteristics. This study tries to identify the impact of training on employee job satisfaction & productivity of Grameen Phone, one of the largest mobile operators in Bangladesh that has significant importance economically as training can play a vital role in it.

Keywords: Job satisfaction, employee productivity, training and development

Introduction

Job satisfaction is defined as the positive and negative attitudes that the individual has for his/her work (Koustelios and Kousteliou, 2001, p. 31). Locke (1976, as cited in Zournatziet al., 2006, p. 19) has identified job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's work or work experience. The fact is that there is not a single and unique definition for job satisfaction, since it is a multidimensional concept, as indicated by Zournatzi et al. (2006).

Job satisfaction is related to the productivity and efficiency of worker absenteeism and staff mobility, and depends on factors such as the content of the work, and the context in which work is carried out (Koustelios and Kousteliou, 2001). Additional factors associated with job satisfaction are the reduction of errors in the workplace, and the intention of employees to leave their jobs (Zournatzi et al., 2006).

One important factor that contributes positively to job satisfaction is the salary. More precisely, according to the economic theory that utility from work, measured as job satisfaction, depends positively on income and negatively on hours of work, and that it depends also on a set of other job-specific and worker-specific characteristics" (Vila and García-Mora, 2005, p. 411). However, Georgiadi (2008) noted in her research on 146 coaches wrestling and taekwondo that coaches were not only satisfied with the agent salary. This indicates that there are factors that are also important in job satisfaction. For example, it has been found that more educated people show higher levels of job satisfaction in comparison to low educated people, given the fact that better educated people form more accurate expectations and pursue their aspirations more efficiently than poorly educated people (Vila and García-Mora, 2005).

Moradi et al. (2012) report that self-awareness; empathy, emotional intelligence and social skills are important parameters that are positively associated with job satisfaction. The expectations that a coach has from his/her profession, and the behavior of the director-president of a sport group / club also affect the level of labor of satisfaction, whereas job satisfaction is negatively related to turnover and positively with increased performance of employees (Dixon and Warner, 2010). Another important factor that influences the job satisfaction of the individuals is the balance between the family and the work life. In fact, there is empirical evidence that this work-family conflict can lead towards reduced job satisfaction and increased psychological strain (Dixon and Sagas, 2007; Kalliath and Kalliath, 2013). Team working also seems to be related to job satisfaction. For instance, Williams (1998) argues that working in team's offers employees increased levels of job satisfaction, through increased decision-making powers, as well as meaningful and varied multi-skilled job. Apart from this, it is supported that team working increases employee productivity and employee commitment.

Two key features of the workplace that affect negatively the job satisfaction of individuals are both role ambiguity and role conflict on the other hand. The role ambiguity is associated with the uncertainty experienced when the employee does not know the requirements of his/her work, how to achieve them and how he/she expects others to behave in the same work. The role conflict exists when different people or different groups of persons with whom the employee interacts (e.g., family, colleagues, friends, parents) have conflicting expectations for behavior (Amarantidou and Koustelios, 2009). The study of Ayub and Rafif (2011) concluded that there is a positive correlation between job satisfaction and motivation. Various factors, both tangible and intangible, affect the satisfaction that individuals derive from their work. For example, Schultz and Schultz (1998, as cited in Ayub and Rafif, 2011) advocate that job satisfaction include the positive and negative feelings of employees about their jobs, where motivation plays a crucial role.

Training and Employee Development

According to the Michel Armstrong, —Training is systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job (Kogan, 2001).

According to the Edwin B Flippo (1984) —Training is the act of increasing knowledge and skills of an employee for doing a particular job. The term training indicates the process involved in improving the aptitudes, skills and abilities of the employees to perform specific jobs. Training helps in updating old talents and developing new ones. Successful candidates placed on the jobs need training to perform their duties effectively.

Training improves a person 's skill at a task (Oatey, 1970). Training helps in socially, intellectually and mentally developing an employee, which is very essential in facilitating not only the level of productivity but also the development of personnel in any organization. Training and development in today 's employment setting is far more appropriate than training alone since human resources can exert their full potentials only when the learning process goes for beyond the simple routine (Yoder, 1970). Training is a sequence of experiences or opportunities designed to modify behavior in order to attain a stated objective (Hesseling, 1971).

If the training and development function is to be effective in the future, it will need to move beyond its concern with techniques and traditional roles (Kane, 1986). He describes the strategic approaches that the organization can take to training and development, and suggests that the choice of approach should be based on an analysis of the organization 's needs, management and staff attitudes and beliefs, and the level

of resources that can be committed. This more strategic view-point should be of use in assessing current efforts as well as when planning for the future.

The influences of trainees' characteristics on training effectiveness have focused on the level of ability necessary to learn program content (Raymond, 1986). Motivational and environmental influences of training effectiveness have received little attention. This analysis integrates important motivational and situational factors from organizational behavior theory and research into a model which describes how trainees' attributes and attitudes may influence the effectiveness of training. (Adeniyi, 1995) Staff training and development is a work activity that can make a very significant contribution to the overall effectiveness and profitability of an organization. Training and development aim at developing competences such as technical, human, conceptual and managerial for the furtherance of individual and organization growth (Chris, 1996). The process of training and development is a continuous one (Akinpeju, 1999). The need to perform one's job efficiently and the need to know how to lead others are sufficient reasons for training and development and the desire to meet organizations objectives of higher productivity, makes it absolutely compulsory. Training and development aim at developing competencies such as technical, human, conceptual and managerial for the furtherance of individual and organization growth (Oribabor, 2000).

The process of training and development is a continuous one (Isyaku, 2000). It is an avenue to acquire more and new knowledge and develop further the skills and techniques to function effectively. Companies are making huge investment on training program to prepare them for future needs (Boyce, 2003). The researchers and practitioners have constantly emphasized on the importance of training due to its role and investment. The main goal of training is to provide, obtain and improve the necessary skills in order to help organizations achieve their goals and create competitive advantage by adding value to their key resources – i.e. managers (Stavrou, 2004). The key determinants of overall satisfaction with training (OST) are perceived training efficiency (PTE) and Perceived usefulness of training (PUT) (Giangreco et. Al. 2009). Usefulness of training program is possible only when the trainee is able to practice the theoretical aspects learned in training program in actual work environment (Bates & Davis, 2010). They highlighted the use of role playing, cases, simulation, mediated exercises, and computer based learning to provide exposure to a current and relevant body of knowledge and real world situations. Training cost and business benefits are drawn on X and Y axis respectively (Kalaiselvan & Naachimuthu, 2011). Four quadrants were identified to highlight (i) strategic (Lower training cost and higher business benefits), (ii) Payback (Higher training cost and higher business benefits) (iii) Think (Lower training cost and lower business benefits) (iv) Drop (Higher training cost and higher business benefits) (Karthik R, 2012).

Training objectives tell the trainee that what is expected out of him at the end of the training program. Training objectives are of great significance from a number of stakeholder perspectives; Trainer, trainee, designer, evaluator.

Performance appraisal

Performance appraisal is one element of the performance management process which involves different measurements throughout the organizations but it is the element which is important if organization is to take advantage of their most important asset employees and gain human capital advantage. There are other processes within the organizations such as technology and design but it is the human factor which is the most difficult to replicate and therefore the most valuable (Armstrong & Baron, 2005) strategy implementation and delivery of the organizational strategic target is the best accomplished through high

performance people (Michlitsch, 2000) and it is the development of these people which performance appraisal seek to advance. This is not the only identified purpose for performance appraisal. Armstrong (2006) describes the role of the performance appraisal as a tool for looking forward to what need to be done by people in the organization in order to achieve the purpose of the job to meet new challenges. Better use of technology skills and attributes (Szilagy & Wallace, 1990) in addition will develop both organizational and individual capabilities and reach agreement on areas where performance needs on the effectiveness of its employee generating information which influences many of the organizations decision. The institutions need to evaluate programs performance to achieve justice and equality among employees personnel / staff .In order to raise the enthusiasm and competition among employees and to uncover the talent for the future. The process of measuring and evaluating the performance of important processes carried out by human resources management, through the measurement and evaluation to enable the Organization to judge the accuracy of the programs and policies adopted, whether policies to attract and selection and appointment, or programs and policies for training, development and follow-up their human resources. Many organizations have adopted the Performance Appraisal Process as one of the main methods used for development, hence, business performance improvement.

Employee productivity

Training has been invaluable in increasing productivity of organizations. It does not only enhance employees resourcefully, but also provides them with an opportunity to virtually learn their jobs and perform more competently. Hence, increasing not only employees productivity but also organizations' productivity. Various researches indicate the positive impact of training on employees' productivity. Training as a process is one of the most pervasive methods to enhance the productivity of individuals and communicating organizational goals to personnel (Ekaterini & Constantinos- Vasilios, 2009). Rohan & Madhumita (2012) also supported that investing in training employees on decision making, teamwork, problem-solving and interpersonal relations has beneficial impact on the organizations' level of growth, as well as impacting on employees' performance. Training affects employees' behavior and their working skills which results into employees enhanced performance as well as constructive changes (Satterfield & Hughes, 2007). Training is most effective way of motivating and retaining high quality in human resources

within an organization (Kate Hutchings, Cherrie J.Zhu, Brain K, Cooper, Yiming Zhang & Sijun Shao, 2009). Also added by Lowry, Simon & Kimberley (2002), training is a way of enhancing employee commitment and maximizing employee potential. According to Konings & Vanormelingen (2009), Colombo & Stanca (2008) and Sepulveda (2005) training is an instrument that fundamentally affects the successful accomplishment of organizations' goals and objectives. However, the optimum goal of every organization is to generate high revenue and maximize profit and a vital tool to realize this is an efficient and effective workforce. Thus, a workforce is only efficient and effective if the appropriate training and development is provided for such and therefore leading to productivity.

Important observation related with the research

Before starting my research, I have to know about the present training policy, performance appraisal system and the other essential elements which have a significant impact on the employee performance. So that information collected directly from the present incumbent of Grameenphone narrated briefly in the next few passages;

Training and Employee Development of Grameenphone

In, Grameenphone there are 2 types of training. One type of training is ‘Job-Specific Training Program’ and the other is ‘General Management Program’.

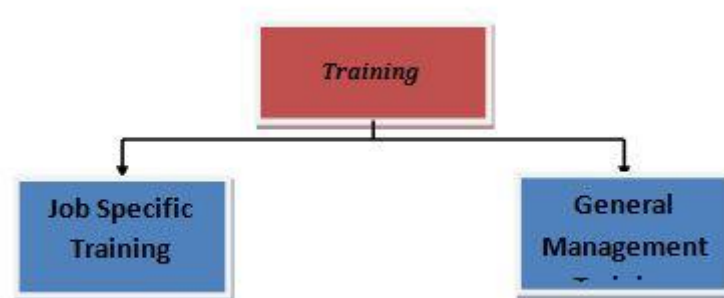


Figure 1.1

Job-specific training program

Job-specific training program is given to the employees within separate department of GP. According to the need of that specific job of specific department, each department specially organize training program for their employees.

General management training

General management training program is mainly for the existing employees of GP. In this training, employees are given more advanced training, because as they are more senior and mainly supervisor of the new employees, they need to have more knowledge in the management sector rather than simple product knowledge and market condition.

- **Different training programs of GP**

GP provides both local and overseas training on the basis of the need analysis.

Local training:

Local training held both-Inside GP and Outside GP. Induction/Orientation training Program falls under inside GP training category. After joining, it is the responsibility of the HR to conduct induction/orientation training to the newly recruited personnel to provide a general introduction of the company.

Overseas training

After need assessment employees who need overseas training are sent abroad for overseas training. Expenses of overseas training are generally borne by GP. The particular employee who has been selected for training has to sign a surety bond for specific period of time for overseas training.

- **Included training programs**

1. Orientation Training
2. Training on Corporate Culture
3. Product and Service Training
4. Training on Different Software's

5. Code of Conduct (COC) Training
6. Miscellaneous Training
7. Attachments
8. Password Test
9. Floor handover (Mentorship program)

Performance appraisal

The performance of each employee is closely monitored by their immediate managers. If the broad objectives of the job are clearly understood by the Appraiser and the Appraisee and the Action Plan along with the criterion of assessment is clearly agreed between them, appraisal should be a relatively easy task. If both parties are realistic, pragmatic, fair and objective in their evaluation of performance, there should be very little variation in their scoring and completion of the Performance Appraisal Form.

- **Objectives of Performance Appraisal process of Grameenphone**

1. Employee Performance
 2. Employee Development
 3. Supervisory Understanding
 4. Guide to job changes
- **Employee Performance**-To measure the employees performance GP do many performance appraisal strategies.
 - **Employee Development**-GP knows it very well that to make the employee development properly performance appraisal is necessary.
 - **Supervisory Understanding**-To make the supervisor of the employees understand properly about their employees work activities GP do performance appraisal in a proper way.
 - **Guide to job changes**-As **Performance Appraisal** Guide to job changes GP do their **Performance appraisal in a strategic way.**

Impact of Training on Employee Productivity & Job Satisfaction

From the research it is seen that the employee participation in the training is really remarkable. The strategy they formulated to develop their employee skill as well as satisfy them to work in a better way is really an example for the other organization in this industry. How training change the work system of the employee with a great pleasure is given below,

- **Skill Development**
- **Better Performance**
- **Job Security**

Data Analysis

- **Sample Profile**

Among the 75 respondents 5 are HR personnel, 70 were Non-HR among them 56 male and 19 females. I have surveyed from different age and among them 27 were <25, 25 were 25-35, 20 were 36-45 and 3 were above 46. Respondents were from different job position 35 are executives, 29 are Sr. Executives and 11 were managers. Among all the 75 employees 29 are working in GP for 1-5 years, 37 are working for 5-10 years and 9 are working more than 10 years long.

- **Measurement the Reliability of Data**

The data were first tested for reliability using Cronbach's alpha to assess reliability, and it was calculated that Cronbach's alpha was .669 from table internal consistency (reliability) values of the measurement items were assessed before entering into the structural analysis. Conceptually, reliability is defined as the degree to which measures are free from error and therefore yield consistent results (Cronbach 1951; Peter 1979). Results of the reliability test show that the data collected from the survey are reliable and suitable for further analysis as Cronbach's alpha measures the average of measurable m items and their correlation, and if the result is generally above 0.60, it is considered to be reliable (Bagozzi and Yi, 1988). This value calculation shows, according to O'zdamar (2002,673), that the scale is highly reliable.

- **Regression Analysis**

Within the scope of the research examined, a regression analysis has been carried out in order to determine the factors that affect the organization increasing of the employees. A linear regression analysis has been carried out by identifying positive attitude toward the impact of training & development on employee's satisfaction and productivity is the dependent variable, impact of training, training & development, turnover as the independent variable a multi regression analysis was carried out with the step wise regression matters.

- **T-test analysis**

Mean training & development are in the range from 2.48 to 3.36 and I am 95% confident about it. The mean turnovers are in the range from 2.28-2.55 and I am 95% confident about it. The mean impact on employee productivity is 1.00-1.11 and I am 95% confident about it. Mean impact on employee job satisfaction are from 4.41-4.87 and I am 95% confident about it. Mean impact of training are from 4.41-4.87 and I am 95% confident about it.

Findings and Analysis

Comprehensiveness of the Training policies

From the study, I have found out that, the training policies and strategies are comprehensive enough to manage the workforce of the company. The policies are well defined and widely explained to ensure an all encompassing training and information management.

Participation of the employee's to the training and information system

The policies and strategies of TIM are disclosed to the full among the employees and management body for better understanding and practice. The employees have sufficient access to them in case of any need felt.

TIM Strategies and Policies in practice

My working experience with Grameenphone Ltd. shows that, the TIM manual of the company is practiced in full and without any bias and deviation. The policies are also helping the company to get a better managed working environment.

Impact of training on employee productivity & satisfaction

From the research we can see that the employee participation in the training is really remarkable. The strategy they formulated to develop their employee skill as well as satisfy them to work in a better way is really an example for the other organization in this industry.

Summary, Discussion and Future Research

It is evident that Grameenphone is the leading brand in our country and the market leader in the telecommunication sector as well. No doubt about their ability and their operational strategy. And the big thing about Grameenphone is that they are really very conscious about their employee satisfaction and development. They really care of their employee. So they are so much productive and do not want to choose any other organization except Grameenphone.

6.2 Examination of the Research Questions and Hypotheses Based On Research Findings:

Table-1

Case Processing Summary			
		N	%
Cases	Valid	75	98.7
	Excluded ^a	1	1.3
	Total	76	100.0
a. Listwise deletion based on all variables in the procedure.			

Table-2

Reliability Statistics	
Cronbach's Alpha	N of Items
.669	12

Table-3

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
HR or Non-HR	26.84	11.704	-.374	.222
Employee designation	27.09	9.464	.258	.068
Gender of the incumbent	27.52	11.496	-.190	.219
Age of the incumbent	26.79	10.927	-.102	.234
How many year in GP	26.04	11.363	-.152	.233
How many times get promoted	26.95	8.781	.216	.052
Previous Job Experience	27.08	10.588	.106	.146

Training And Development	25.85	11.559	-.316	.557
Turnover Intention	26.36	9.369	.385	.038
Impact on Employee Productivity	27.72	12.394	-.829	.270
Impact of training	24.13	6.495	.702	-.320 ^a
Impact on Employee Job Satisfaction	24.13	6.495	.702	-.320 ^a

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

Table-4

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
28.77	11.124	3.335	12

Table-5

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Training And Development	75	2.92	1.923	.222
Turnover Intention	75	2.41	.595	.069
Impact on Employee Productivity	75	1.05	.226	.026
Impact on Employee Job Satisfaction	75	4.64	1.009	.116
Impact of training	75	4.64	1.009	.116

One-Sample Test						
	Test Value = 0					
					95% Confidence Interval of the Difference	
	t	Df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Training And Development	13.153	74	.000	2.920	2.48	3.36
Turnover Intention	35.134	74	.000	2.413	2.28	2.55
Impact on Employee Productivity	40.326	74	.000	1.053	1.00	1.11
Impact on Employee Job Satisfaction	39.840	74	.000	4.640	4.41	4.87
Impact of training	39.840	74	.000	4.640	4.41	4.87

Table-6
HR or Non-HR:

HR or Non-HR					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	HR	5	6.6	6.7	6.7
	Non-HR	70	92.1	93.3	100.0
	Total	75	98.7	100.0	
Missing	System	1	1.3		
Total		76	100.0		

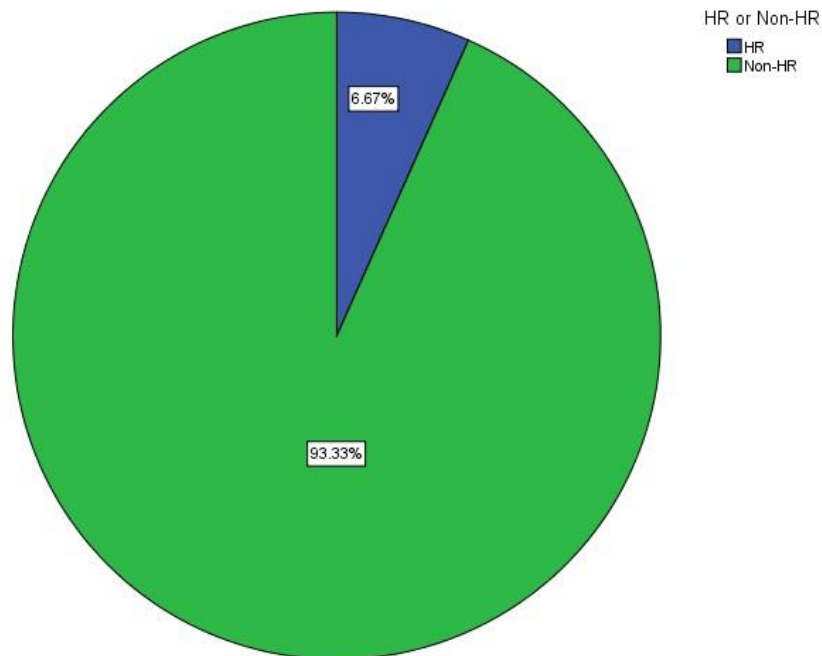


Figure 1.4 HR or Non-HR

Table-7
Designation:

Employee designation					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Executive	35	46.1	46.7	46.7
	Sr. Executive	29	38.2	38.7	85.3
	Manager	11	14.5	14.7	100.0
	Total	75	98.7	100.0	
Missing	System	1	1.3		
Total		76	100.0		

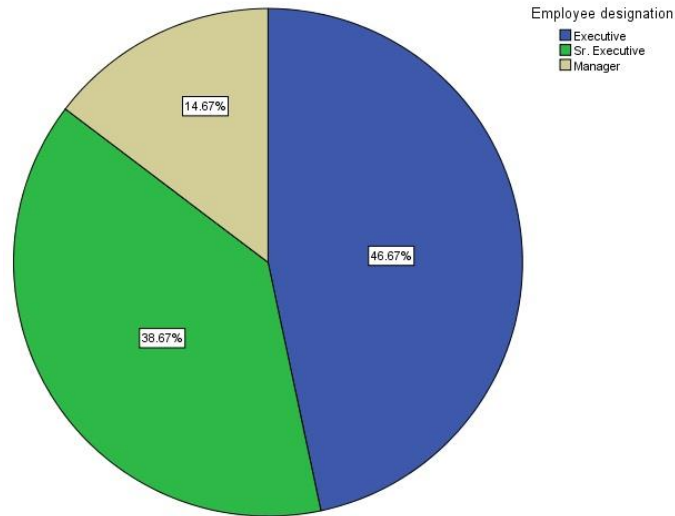


Figure 1.5 Designations

Table-8

Gender:

Gender of the incumbent					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	56	73.7	74.7	74.7
	Female	19	25.0	25.3	100.0
	Total	75	98.7	100.0	
Missing	System	1	1.3		
Total		76	100.0		

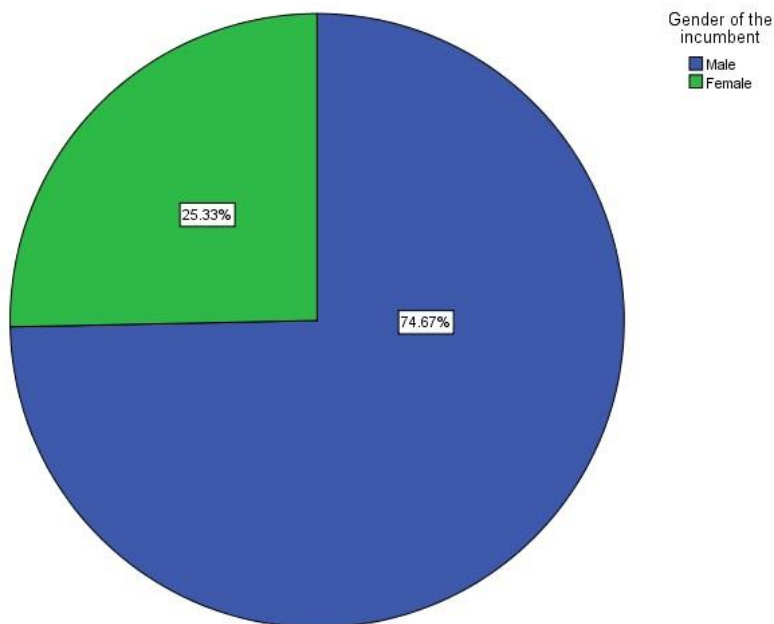


Figure 1.6 Genders

Table-9

Age:

Age of the incumbent					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 25	27	35.5	36.0	36.0
	25-35	25	32.9	33.3	69.3
	36-45	20	26.3	26.7	96.0
	46 and above	3	3.9	4.0	100.0
	Total	75	98.7	100.0	
Missing	System	1	1.3		
Total		76	100.0		

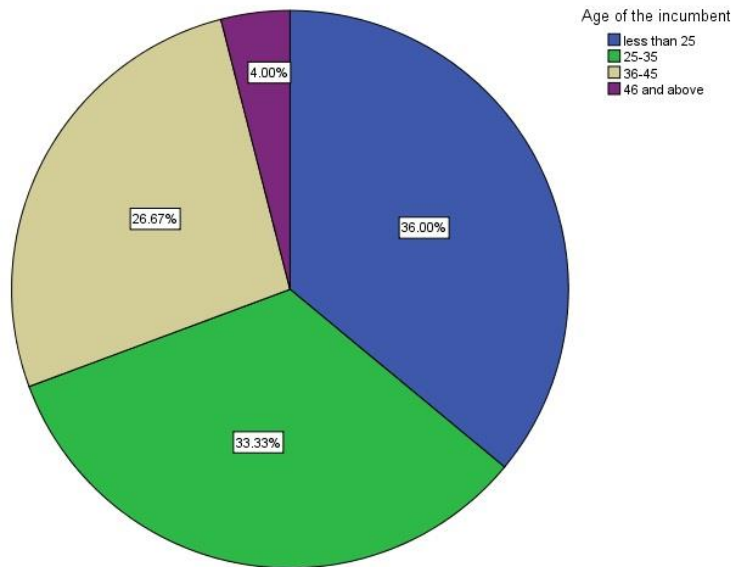


Figure 1.7 Ages

Table-10

Service duration:

How many year in GP					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5 years	29	38.2	38.7	38.7
	5-10 years	37	48.7	49.3	88.0
	10-15 years	9	11.8	12.0	100.0
	Total	75	98.7	100.0	
Missing	System	1	1.3		
Total		76	100.0		

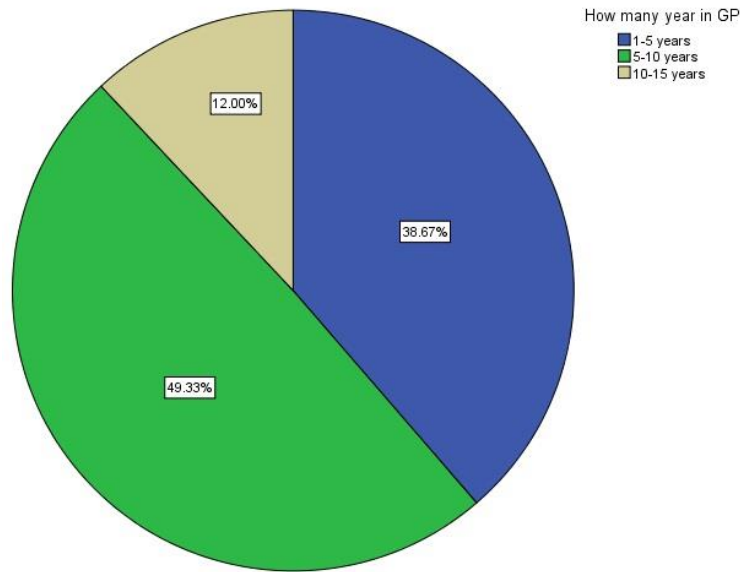


Figure 1.8 Service duration

Table-11

Promotion:

How many times get promoted					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Zero	35	46.1	46.7	46.7
	One	29	38.2	38.7	85.3
	three and more	11	14.5	14.7	100.0
	Total	75	98.7	100.0	
Missing	System	1	1.3		
Total		76	100.0		

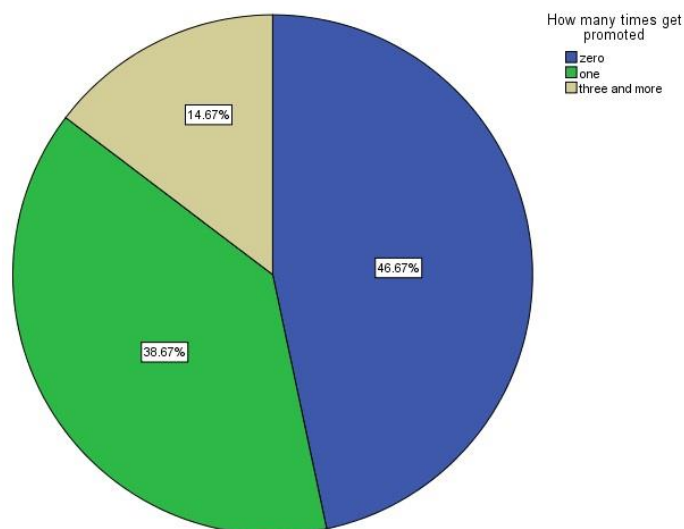


Figure 1.9 Promotions

Table-12

Correlation

Correlations						
		Impact on Employee Job Satisfaction	Impact on Employee Productivity	Turnover Intention	Training And Development	Impact of training
Impact on Employee Job Satisfaction	Pearson Correlation	1	-.862**	.589**	.271*	1.000**
	Sig. (2-tailed)		.000	.000	.019	.000
	N	75	75	75	75	75
Impact on Employee Productivity	Pearson Correlation	-.862**	1	-.568**	-.239*	-.862**
	Sig. (2-tailed)	.000		.000	.039	.000
	N	75	75	75	75	75
Turnover Intention	Pearson Correlation	.589**	-.568**	1	.915**	.589**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	75	75	75	75	75
Training And Development	Pearson Correlation	.271*	-.239*	.915**	1	.271*
	Sig. (2-tailed)	.019	.039	.000		.019
	N	75	75	75	75	75
Impact of training	Pearson Correlation	1.000**	-.862**	.589**	.271*	1
	Sig. (2-tailed)	.000	.000	.000	.019	
	N	75	75	75	75	75
**. Correlation is significant at the 0.01 level (2-tailed).						
*. Correlation is significant at the 0.05 level (2-tailed).						

Recommendation

Grameenphone is a dual talented company it is satisfying not only its valuable customers but also the employees who are working for it. They think their employees as their assets that’s why they are concern on the job design and autonomy, Development, Performance appraisal, compensation policy, health safety and working condition, and commitment. Through skilled HRM (human resource management)

management Grameenphone has grabs the number one position mobile market in Bangladesh. Though Grameenphone is the number 1 position till now, as the telecommunication sector is very competitive so Grameenphone have to keep providing the HRM practices and strategies for the further betterment.

- By people it is meant the employees who interact with the customers directly, and the company's customers are the main focus to gain its goal. So, the employees must be well trained & developed,
- As per Grameenphones value "keep promises" the employees who serves the valuable subscribers must be trained well to fulfill the knowledge gap so that grameenphone can keep promise to provide better experience,
- By a successful training program employees feel more confident and so they provide the service with more motivation & confidence, so successful training programs must be recommended to be held,
- Training & development programs decreases the time to provide services so ultimately employees can serve more customers, so it is obvious to provide training to the employees.

Conclusion

Grameenphone still has a positive image in the Mobile market. Due to its various innovative products and wide market coverage, strong network, at cheap rate with various service centers and its value added services, it can be considered as the market leader in the telecommunication industry and its competitors are far behind. The Pre-Paid System has huge market demand. The people, process and physical evidence of its services, builds the image and demand of Grameenphone. By people it is meant the employees who interact with the customers directly, and the company's customers. Gaps in physical evidence occurs when customers have problems with their SIM (lost SIM, blocked, card error etc), handset, or any other problem regarding connection that takes place due to the customer's own fault. As subscriber's has to pay for any replacement, they feel these hassles and costs could have been avoided if Grameenphone wished. GP could have avoided these problems through training their customers on the proper use of handling phones, training on handsets and also informing them about the rules and regulations of the company individually as a part of value added service. Grameenphone is a dual talented company it is satisfying not only its valuable customers but also the employees who are working for it. They think their employees as their assets that are why they are concern on the training and development, employee job satisfaction. And beside this it was always true that a productive workforce can bring the golden future. Through skilled HRM (human resource management) management Grameenphone has grabs the number one position mobile market in Bangladesh. Grameenphone is in the number one position till now. As the telecommunication sector is very competitive so Grameenphone have to keep providing the HRM practices and strategies for the further betterment.

Even though Grameenphone is in the leading position, it never stopped putting more and more effort in making its customer service better. With the help and effort of the employees and customers as well, Grameenphone is working its way towards successful achievement of the opportunities lying ahead using the strengths in the best possible way. Also working hard in get rid of the possible weaknesses and threats.

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