
A Study on the Relationship of Training and Development on Job Performance and Job Satisfaction of Employees with Special Reference to KMML

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ABSTRACT:

The study has been conducted at 'The Kerala Minerals and Metals Limited' for finding out the relationship between training and development, job performance and job satisfaction of employees. 50 employees were conveniently taken as the respondents for the study while questionnaire served as the data collection instrument. Research data was analysed using percentage analysis, correlation analysis and regression analysis. SPSS 23 version was used to perform statistical analyses. The research findings shows that i) there is a significant relationship between training and development and job satisfaction of employees, ii) there is a significant relationship between training and development and job performance of employees.

KEYWORDS: *Training and development, job performance, job satisfaction*

INTRODUCTION

Training and development refer to systematic processes aimed at enhancing the knowledge, skills, abilities, and competencies of individuals within an organization. It involves activities and initiatives designed to improve employee performance, productivity, and overall effectiveness in their roles. Training typically focuses on imparting specific job-related skills and knowledge. It may include workshops, seminars, on-the-job training, e-learning modules, and other formal or informal methods. Training programs are designed to address specific gaps in knowledge or skillsets, enabling employees to perform their tasks more effectively and efficiently.

Training and development have a direct impact on job performance. By equipping employees with the necessary skills, knowledge, and tools, organizations enable them to perform their tasks more efficiently and effectively. Training enhances employees' ability to meet job demands, achieve targets, and deliver high-quality work, ultimately improving overall job performance. Moreover, training and development programs promote employee engagement and motivation. When employees have access to ongoing learning opportunities and the chance to develop professionally,

they become more engaged in their work. Engaged employees are more likely to demonstrate higher levels of job performance, as they are motivated to apply their newly acquired skills and knowledge to contribute effectively to the organization's goals.

NEED OF THE STUDY

The broad objective of this study was to examine the relationship of training and development on job performance and job satisfaction of employees within KMML. By examining the impact of training and development on job satisfaction, the study can identify the specific training interventions that contribute to higher levels of employee satisfaction. This knowledge can help organizations design and implement effective training programs that meet employee needs and expectations. Understanding how training and development initiatives influence job performance allows organizations to optimize their training strategies. Training and development are critical in building a skilled and adaptable workforce. The study can highlight the importance of investing in training and development initiatives to maintain a competitive advantage. The research on the relationship of training and development on job satisfaction and job performance, this study can provide valuable insights and practical implications for organizations. It can guide decision-makers in designing and implementing effective training strategies that not only enhance employee satisfaction and performance but also contribute to organizational growth and success.

RESEARCH METHODOLOGY

The methodology section outlines the plan and method that how the study is conducted. This includes the population of the study, sample of the study, sources of data, study's variables and analytical framework. The details are as follows;

Population and sample

Kerala Minerals and Metals Ltd is an integrated titanium dioxide manufacturing public sector undertaking in Kollam, Kerala, India. Its operations comprise mining, mineral separation, synthetic rutile and pigment-production plants. The population of the study was the 2000 employees at KMML. Random sampling technique was used to collect data from 50 respondents from

Data and sources of data

For this study, both primary and secondary data were collected. Primary data was collected through questionnaire and direct interview. Secondary data were collected through company website and other journals and reports.

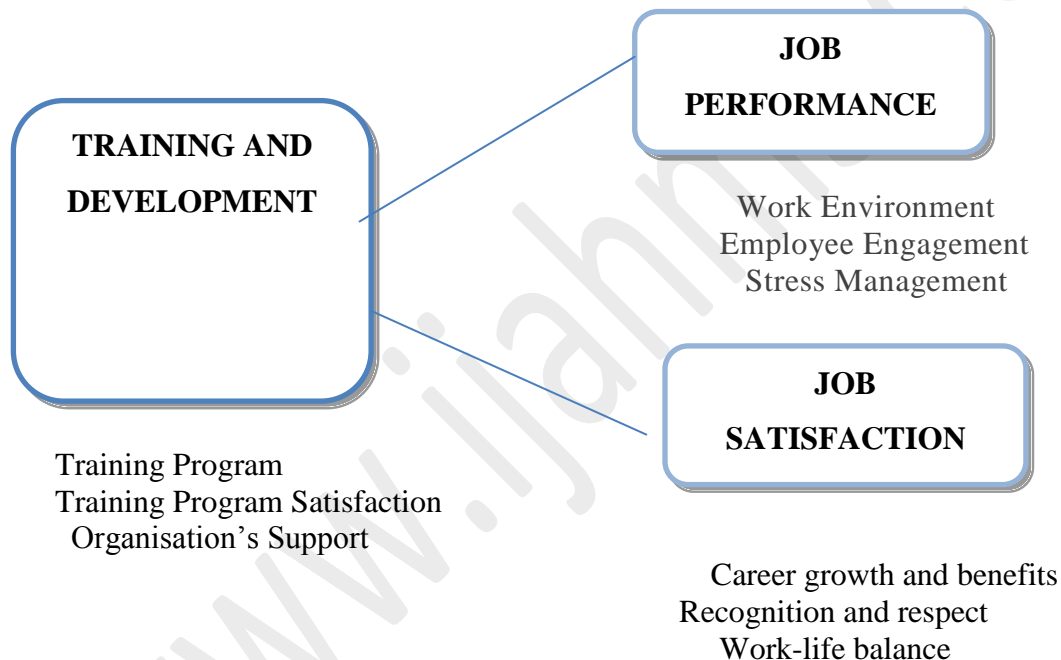
Theoretical framework

Variables of the study contains dependent and independent variables. The study used training and development as the independent variable. The factors used for measuring relationship between dependent variable job performance and independent variable training and development were working environment, employee engagement and stress management ability. And factors used for measuring relationship between dependent variable job satisfaction and independent variable training and development were career growth and benefits, recognition and respect and work-life balance.

A review of studies by Colquitt et al. (2000) found that training and development programs positively influence job satisfaction by enhancing employees' knowledge, skills, and abilities. Kuvaas (2008) conducted a meta-analysis and concluded that training and development have a moderate positive effect on overall job satisfaction. (Elanaga & Imran, 2013) in their research paper stated that employees are the most valuable and important assets in the organisation and if the performance of the employees is positive, the organisation will become successful otherwise they will become unsuccessful.

Cuong Nguyen & Duong (2020) in their research study stated that making changes in job satisfaction through training boosts job performance of employees. The study also revealed that training and development, job performance and job satisfaction have a direct and indirect impact in building young employee retention.

RESEARCH MODEL



Statistical tools

This section elaborates the proper statistical tools which are being used to forward the study from data towards inferences. The detail of methodology is given as follows:

i. Descriptive Statistics

Descriptive statistics is a branch of statistics that involves summarizing and describing the main characteristics of a dataset. It provides numerical and graphical measures to understand and interpret data, allowing researchers and analysts to gain insights and draw conclusions. Here percentage analysis was used to analyse data sets. Percentage refers to a special of ratio percentage are used in the making comparison between two or more data. Percentage is used to describe

relationship. Since the percentage reduce everything to a common base thereby allow meaningful comparison to be made.

ii. Correlation Analysis

Correlation is meant for exploring the degree of relationship between two variables in consideration. Correlation coefficient is the measure to quantify such degree of relationship of the variables. Correlation Coefficient (R or r) is a scale to measure the strength of linear association between variables. As it measures the degree of linear association of variables, interval or ratio variables should be in consideration with a condition that the variables considered should fall in normal distribution. Here correlation analysis was used to determine the strength of relationship between training and development and job performance; training and development and job satisfaction.

iii. Regression Analysis

Regression analysis is a quantitative research method which is used when the study involves modelling and analysing several variables, where the relationship includes a dependent variable and one or more independent variables. In simple terms, regression analysis is a quantitative method used to test the nature of relationships between a dependent variable and one or more independent variables. Here, the regression analysis was done to determine if there is any relationship existing between dependent variable job performance and independent variable training and development; and between dependent variable job satisfaction and independent variable training and development. The factors used for measuring relationship between dependent variable job performance and independent variable training and development were working environment, employee engagement and stress management ability. And factors used for measuring relationship between dependent variable job satisfaction and independent variable training and development were career growth and benefits, recognition and respect and work-life balance.

RESULTS AND DISCUSSIONS

Result of Correlation Analysis

Correlations

		Trainin g	job performance
Training	Pearson Correlation	1	.528**
	Sig. (2-tailed)		.000
	N	50	50
Jobperman ce	Pearson Correlation	.528**	1
	Sig. (2-tailed)	.000	
	N	50	50

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

Here, the Pearson Correlation coefficient between training and development and job performance is 0.528 which indicates a positive relationship between the two variables correlations.

The correlation suggests that there is a statistically significant and positive relationship between training and job performance. Higher levels of training are associated with better job performance.

		Training	job satisfaction
Training	Pearson Correlation	1	.451**
	Sig. (2-tailed)		.001
	N	50	50
Jobsatisfaction	Pearson Correlation	.451**	1
	Sig. (2-tailed)	.001	
	N	50	50

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

Here, the Pearson Correlation coefficient between training and development and job satisfaction is 0.451 which indicates a positive relationship between the two variables. The correlation suggests that there is a statistically significant and positive relationship between training and job satisfaction. Higher levels of training are associated with better job performance.

ii. Regression Analysis

	Unstandardised coefficients		t	Sig. (p)	Sig. (p)	R ²	Adjusted R ²
	β	Std. Error					
(constant)	8.426	3.156	2.670	.010	.077 ^b	.064	.044
training	.121	.067	1.806	.077			

Dependent variable: work environment

The above table shows the result of regression analysis. From the table it is clear that R² is 0.064, which means that 6.40 per cent of variation in working environment can be explained by improvement in training and development programmes. The ANOVA for regression analysis depicts that it is significant (P > 0.05). The interpretation of beta coefficient is that, every one unit increase in training will lead to 0.121-unit improvement in working environment conditions. Greater the training and development programmes given, higher will be the inclination towards better working conditions.

	Unstandardised coefficients		t	Sig. (p)	Sig. (p)	R ²	Adjusted
	β	Std. Error					
(constant)	8.426	3.156	2.670	.010	.077 ^b	.064	.044
training	.121	.067	1.806	.077			

							R ²
(constant)	41.293	2.055	20.098	.000		.117	.160
training	.717	.223	3.217	.002	.002		

Dependent variable: employee engagement

	Unstandardised coefficients		t	Sig. (p)	Sig. (p)	R ²	Adjusted R ²
	β	Std. Error					
(constant)	41.692	2.166	19.252	.000	.006 ^b	.146	.128
training	.448	.156	2.867	.006			

Dependent variable: stress management

The above table shows the result of regression analysis. From the table it is clear that R² is 0.146, which means that 14.60 per cent of variation in ability to manage stress at workplace can be explained by improvement in training and development programmes. The ANOVA for regression analysis depicts that it is significant (P > 0.05). The interpretation of beta coefficient is that, every one unit increase in training will lead to 0.448-unit improvement in stress managing ability. Greater the training and development programmes given, higher will be the inclination towards better stress management capability.

The above table shows the result of regression analysis. From the table it is clear that R² is 0.117 which means that 11.70 per cent of variation in employee engagement can be explained by improvement in training and development programmes. The ANOVA for regression analysis, depicts that it is significant (P > 0.05). The interpretation of beta coefficient is that, every one unit increase in training will lead to 0.711-unit improvement in employee engagement. Greater the training and development programmes given, higher will be the inclination towards employee engagement in the organisation.

	Unstandardised coefficients		t	Sig. (p)	Sig. (p)	R ²	Adjusted R ²
	β	Std. Error					
(constant)	39.797	2.912	13.669	.000		.139	.121
training	.431	.155	2.781	.008	.008 ^b		

The above table shows the result of regression analysis. From the table it is clear that R² is 0.139, which means that 13.90 per cent of variation in career growth and benefits can be explained by improvement in training and development programmes. The ANOVA for regression analysis depicts that it is significant (P > 0.05). The interpretation of beta coefficient is that, every one unit increase in training will lead to 0.431-unit improvement in career growth and benefits. Greater the training and development programmes given, higher will be the inclination towards improved career growth and benefits.

	Unstandardised coefficients		t	Sig. (p)	Sig. (p)	R ²	Adjusted R ²
	β	Std. Error					
(constant)	8.426	3.156	2.670	.010		.064	.044
training	.121	.067	1.806	.077	.077 ^b		

Dependent variable: recognition and respect

The above table shows the result of regression analysis. From the table it is clear that R² is 0.133, which means that 13.30 per cent of variation in recognition and respect gained in the workplace can

be explained by improvement in training and development programmes. The ANOVA for regression analysis, depicts that it is significant ($P > 0.05$). The interpretation of beta coefficient is

that, every one unit increase in training will lead to 0.476 unit improvement in gainning recognition and respect. Greater the training and development programmes given, higher will be the inclination towards better recognition and respect received.

	Unstandardised coefficients		t	Sig. (p)	Sig. (p)	R ²	Adjusted R ²
	β	Std. Error					
(constant)	40.528	2.257	17.955	.000		.182	.165
training	.530	.162	3.266	.002	.002 ^b		

The above table shows the result of regression analysis. From the table it is clear that R^2 is 0.182, which means that 18.2 per cent of variation in improved work-life balance can be explained by improvement in training and development programmes. The ANOVA for regression analysis, depicts that it is significant ($P > 0.05$). The interpretation of beta coefficient is that, every one unit increase in training will lead to 0.530 unit improvement in work-life balance. This result statistically prove H1. That greater the training and development programmes given, higher will be the inclination towards better work-life balance.

CONCLUSION

The study explored how effective training initiatives contribute to enhancing employee skills, knowledge, and overall job satisfaction, ultimately leading to improved job performance. The data analysis shows that "job performance" has a higher correlation with "training and development" compared to "job satisfaction." This suggests that training and development initiatives are more strongly associated with improvements in job performance rather than job satisfaction. The study revealed that training and development has a positive significant relationship on the variables taken for measuring job performance like working environment, employee engagement and stress management and also it depicted that training and development has a positive significant effect on the variables taken for measuring job satisfaction like career growth and benefits, recognition and respect and work-life balance.

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