

The Impact of Employee Training Practices on Employee Satisfaction, Commitment and Retention: A Case study of Hotels in Chandigarh

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Abstract

This paper aims to study the impact of training on employee's Satisfaction, Commitment and Retention in leading hotels in Chandigarh, and to find out possible aspects for improvements through Human Resource strategies. Training & growth was calculated by four things (questions) and though staff contentment variable is calculated by eight items. To analyze the assumption parametric data (e.g., Pearson correlation, ANOVA) and regression analysis was applied. For creating the variables generally distributed variables were altered through function of Log10 for standard allocation of variables. This transformed whole scale score of employee fulfillment, dedication and retention were used as the relied variable and four items of training and development taken in to consideration as the autonomous variables to carry out the investigation and to check the hypothesis. The results determined that providing training is completely related to superior worker satisfaction, commitment and retention.

Keywords: Training, Commitment, Satisfaction, Retention, Practices

1. Introduction

Training can be considered as a resource in institutional manpower assets. In addition, training is observed as a helpful means of changes harbored by technological advancement, market rivalry, organizational composition, and demographic variations. Training and development include three foremost tasks: training, education, and development. Organizations which provide training and staff development are creating a noticeable investment in employees. Along with its positive result, this investment boosts employability for each employee. In a fast trending global market, illustrated by greater than before technological progression, organizations insist a more adaptable and capable workforce to be adaptive and to stay competitive. Therefore, need for a well-equipped workforce turn into a tactical objective. The human resource training and development (T&D) structure of an institution is a key system in assuring the ability, skills, and approach that are essential to attain organizational goals and form competitive gain. Employees devote in

human wealth after the beginning of service, and usually this investment is known as training, offered either by the institution itself on the job, or obtained by the employee (and the institution) as a result of specialized training.

It can be projected that robust investments in both technological and non- technological training will make a constructive influence on the degree to which the organization actually achieve in increasing the skills/knowledge of its workers. Training was incorporated as a elevated-performance HRM process in, among others. Organization with better training schedules may also encounter lower employee turnover than institutions that ignore staff progress. In organizations with superior technical and non-technical instruction programs, workers are expected to recognize that their industry worth expands more favorably than in other organizations. Thus, it is in their individual benefit to stay longer in the organization. In the area of human resource management, training and development is the operation related with organizational endeavor intended at improving the efficiency of individuals and associations in organizational context. HRM practices arouse worker skills through the attainment and growth of an organizations human asset. Firms can implementa range of HRM practices to improve employee skills. Foremost, such practices can be used for bettering the value of the individuals employed, or improvising the skills and capabilities of existing workers or for both. Second, firms can develop the value of present employees by providing all-inclusive training and development activities subsequent to selection of employees. Studies from the earlier research advocate that empowering employees through training results in better organizational results. This paper aims to study the impact of training and development methods adopted by hotel management on the level of employee satisfaction, commitment and retention.

2. Literature Review

Jeen, Dorance, Batty, S. (2014), observed that revenue objective has influenced attrition components such as Value of Work Life, career development, work hours, personal/family reasons, and relation with in-house co – worker, benefit, working circumstance, and wages. The training and expansion had major impact on the employee retention out of numerous key factors linked to employee retention. (Kanwal, Ambreenand Majid, Muhammad, 2013), Mathur, Atul and Agarwal, P. K. (2013), documented that the main motive for leaving the work place by employees was payment and working atmosphere. Retention plans have straight impact on worker turnover. Staff members' engagement bring about dedication and emotional connection and visible in the form of steep retention (less attrition) of employees (Balakrishnan, C, Masthan, D. et. al., 2013). Kwenin, O. D. and Muathe, S. et.al. (2013), recognized that institutions' fair incentive practices bring fairness and add to retention. Moreover it affirmed that work satisfaction and positive human resource approach have constructive relation with retention. Furthermore, the investigation also acknowledged that employee job contentment also determined a firm indication for retention. Idniowski, C., Shaw, & Premushi G. (1993), highlighted that feeling of job protection, reward level, work contentment, organizational term,

demographic variables such as age, gender, literacy, and total persons reliant on an individual, organizational dedication, if an occupation meets a persons' assumptions, and the expressed objective to look for a different job were all anticipative of employees' parting Muhammad and Muhammad (2013), outlined that financial aspects such as scope of another employment are extremely applicable in revealing the turnover practice. As a practical tactic for coping unintentional turnover, investigator recommends that managers should hold on to and strengthen the existing employment practices (hiring selection, familiarization training, etc.) and maintain the prevailing method of performance assessment. Rao Aparna K. (2012) observed that workers retention can be accomplished in a superior way by inspiring the employees in the area of free Communication which instigate faithfulness amongst workers. Nazia Sultana & Begum Bushra (2013), highlighted that measures should be taken by the management to revive the employees from the work load with the help of job rotation, adjustment in job site and additional leisure facilities. It was also established that the majority of the employees preferred either yoga or similar leisure activity to handle anxiety and strain. Muhammad A.A., Amin Ghazalaet. al (2013), concluded that the political intent of the authority throughout work assessment procedure results in decreased job contentment and faithfulness of supervisor and higher turnover rate of the workers. Job satisfaction of the hotel employees primarily rely on aspects like: income, elevation in profile, direction, welfare, accolades, working process, co-worker, quality of work, communication etc. Usefulness of the officials of the organization was entirely attributed to job satisfaction (Shaheen, Ahmed and Uddin, N., 2012).

3. Research Methodology:

3.1 Objective & Hypothesis : The main objective of this paper is to find out the impact of training practices on employee satisfaction, commitment and retention.

H1: Providing training for employees is positively related to higher a) employee satisfaction b) employee commitment and c) employee retention.

3.2 Research Design & Statistical Tools: Research design is experimental as Training and development was measured by four items (questions) and while employee satisfaction variable is measured by eight items. To conduct the analysis and to test this hypothesis parametric statistics (e.g., Pearson correlation, ANOVA) and regression analysis was applied.

3.3 Sample Technique & Size: Convenience sampling technique was applied to select 210 employees of selected hotels in Chandigarh. The target organizations of the employee satisfaction survey were the leading hotels like Taj, J.W Marriott, Mountview, Park Plaza, Homitel & Lemon tree in Chandigarh. Employees from all the three levels of management i.e Top, Middle and Bottom were involved in the research work. The employees from all the various departments of the hotels were drawn in during the survey so that the fair result can be obtained in context of the research question.

3.4 Data Collection: The primary data was collected through structured questionnaire designed in a likert scale format.

4. **Result and Analysis:**

4.1 Reliability Testing

Cronbach alpha is a measure for the internal consistencies of the items that together cover the specific factor. It measures internal consistency of items to the concept. Thus, I have used Cronbach's alpha to measure the reliability of items in this study. Cronbach's Alpha coefficient is a statistic for internal reliability, values ranging from 0 to 1, and higher values indicate greater reliability.

Table 4.1 Reliability Statistics for HR outcomes

HR Outcomes	No. of Items	Cronbach's Alpha
Employeesatisfaction	8	0.767
Employee commitment	2	0.743
Employee retention	9	0.774

Tables 4.1 indicates the Cronbach's alpha values for each HR outcomes i.e., employee satisfaction, commitment and retention. It could be observed that all the alpha values are more than 0.74. Therefore, internal consistency of items to the concept is good.

4.2 Hypothesis has been divided into three parts: H1 (a), H1(b) and H1(c).

H1 (a) providing training for employees is positively related to higher employee satisfaction.

Table 4.2: Results of Pearson Correlations for dimensions of Training and employee satisfaction

S.No.	Independent variables (Training)	Dependant variable (Employee Satisfaction)
1	Opportunities to learn & grow	0.261
2	Getting training needed to do job well	0.360
3	Training for promotion	0.233
4	Training match with the job	0.090

**. Significant at the 0.01 level (2-tailed).

Table 4.2 demonstrates the correlation coefficient for dependant variable i.e., employee satisfaction and independent variables i.e., the four dimensions of training and development practice. Pearson correlation coefficients illustrate that there is positive relationship between all the independent variables and employee satisfaction. Correlation coefficients of three independent variables are significant at the significance level of 1%.

Table 4.3 : Results of Regression Analysis for employee satisfaction

Regression coefficient (B)	0.022
Standard error (SE)	0.003
t-value	7.039
Significance level (p)	0.000
Standardized Coefficient (β)	0.439
Adjusted R ²	0.189
F value	49.552

Table 4.3 demonstrates the results of regression analysis of employee satisfaction as the dependent variable and employee training as the independent variable. The adjusted R square value is 0.189 and $F = 49.552$ ($p < 0.000$) that reveals the training practices can predict 18.9 % of the variance in employee satisfaction. Regression coefficient (B) was 0.022(0.003) which was significantly different from zero ($t = 7.039$; $p = 0.000$) at 1% significance level. Therefore, results of regression analysis support the hypothesis H1(a). Regarding hypothesis H1 (a), the null hypothesis is that, provision of training is not positively related to higher employee satisfaction. Results of regression analysis support the hypothesis H1(a), hence null hypothesis is rejected and its alternative hypothesis that provision of training is positively related to higher employee satisfaction is accepted.

H1(b) Providing training for employees is positively related to higher employee commitment.

Table 4.4 Results of Pearson Correlations for dimensions of Training and employee commitment.

No:	Independent variables (Training)	Dependant variable (Employee Commitment)
1	Opportunities to learn & grow	0.333**
2	Getting training needed to do job well	0.159*
3	Training for promotion	0.408**
4	Training match with the job	0.072

** . Significant at the 0.01 level (2-tailed) * . Significant at the 0.05 level (2-tailed).

Table 4.4 demonstrates the correlation coefficient for dependant variable i.e., employee commitment and independent variables i.e., four dimensions of training and development. Pearson correlation coefficients illustrate that there is positive relationship between all the independent variables and employee commitment, as expected. Correlation coefficients of two independent variables are significant at the significance level of 1% and one independent variable is significant at the significance level of 5%.

Table 4.5: Results of Regression Analysis for employee commitment

Regression coefficient (B)	0.030
Standard error (SE)	0.007
t-value	4.044
Significance level (p)	0.000
Standardized Coefficient (β)	0.271
Adjusted R ²	0.069
F	16.355

Table 4.5 demonstrates the results of regression analysis of employee commitment as the dependent variable and training practices as the independent variable. Results show that the adjusted R² value is 0.069 and F = 16.355 (p < 0.000) that training practices accounts for 6.9 % of the variance in employee commitment. Regression coefficient (B) was 0.030(0.007) which was significantly different from zero (t = 4.044; p = 0.000) at 1% significance level. The p-value for beta coefficient of performance-based compensation is 0.000 and this value is significant at 1% significance level. Thus null hypothesis is rejected and its alternative hypothesis that provision of training is positively related to higher employee commitment is supported.

H1(c) Providing training for employees is positively related to higher employee retention.

Table 4.6 Results of Pearson Correlations for dimensions of Training and Employee retention.

S.No.	Independent variables (Training)	Dependant variable (Employee Retention)
1	Opportunities to learn & grow	0.192**
2	Getting training needed to do job well	0.083
3	Training for promotion	0.223**
4	Training match with the job	0.024

**. Significant at the 0.01 level (2-tailed).

Table 4.6 demonstrates the results of Pearson correlation coefficients which shows that there is positive relationship between all the independent variables and employee retention. Correlation coefficients of two independent variables are significant at the 1% significance level.

Table 4.7: Results of Regression Analysis for employee retention

Regression coefficient (B)	0.012
Standard error (SE)	0.004
t-value	3.011
Significance level (p)	0.003
Standardized Coefficient (β)	0.205
Adjusted R ²	0.037
F	9.068

Table 4.7 demonstrates the results of regression analysis of employee retention as the dependent variable and training practices as the independent variable. Results shows that the adjusted R square value is 0.037 and $F = 9.068$ ($p < 0.003$) that reveal training practices account for 3.7 % of the variance in employee retention Regression coefficient (B) was 0.012(0.004) which was significantly different from zero ($t = 3.011$; $p = 0.003$) at 1% significance level. Results of regression analysis support the alternative hypothesis. Thus null hypothesis is rejected and its alternative hypothesis that provision of training is positively related to higher employee retention is accepted.

5. Conclusion & Recommendations:

This study observed that Training practice influence considerably on employee satisfaction, commitment and employee retention. Results of this research illustrate that implementing training programs for workers is directly associated to better employee fulfillment, employee dedication and lesser employee turnover. Evidences from the previous research also suggested that firms with superior training programs are likely to experience lower staff turnover than companies that neglect staff development and also, more investment in training and employee development is positively related to reduce the employees' intention to leave the organization. The results of this study revealed that Training & Development practices are positively related to better employee satisfaction, Commitment and Retention. Based on the result of this study, it is recommended that hotels in Chandigarh through their HR Practices should up skill their employees on continuous basis. Besides, the study investigated the impact of training on three variables. Future studies could analyze the impact of training on employee motivation, compensation, work life policies etc.

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