

Training and Job Satisfaction in Passport Seva Kendras in Kerala

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Abstract

Organizations are continually seeking innovations to develop their employee performance. The desire to be fit in whatever assigned to oneself is the basic nature of a human. Nobody is born perfect. Perfect employees make the perfect organization. This is where training and job satisfaction gains its importance. Training is considered to be the most typical human resource investment tool. Highly talented employees help achieve the company goals in a shorter span. But the absence of job satisfaction may lead to poor performance. Can training enhance job satisfaction? This paper takes this issue into consideration and makes an evaluation of the role of training in accelerating the job satisfaction.

Introduction

Employees are the key factors contributing to the success of a firm. Training plays a crucial role in the development of a company. An employee's talent, skills and knowledge are considered to be the competitive advantage in the contemporary knowledge based society. Only the companies developing a learning culture will be able to survive in today's changing business scenario (Sarwar, Azhar & Akhtar, 2011). Employees' knowledge on the role they acquire in a firm is vital to determine the capability of that particular individual. When an employee is able to perform his expected duties well, it ultimately leads to a smooth relationship between the employee and the management and this turns out to be a positive

energy on both the sides. This paper evaluates the level of job satisfaction between fully trained and partially trained employees.

Objectives

- **To understand the methods of training in PSK**
- **To determine the attitude of employees towards the various attributes of training**
- **To evaluate the level of satisfaction of the trained employees**
- **To analyse the difference between the satisfaction level of fully trained and partly trained employees of PSK**
- **To study the relationship between training and job satisfaction**

Training

Training is a means by which an employee performance is raised to a higher level by acquiring and developing the knowledge, skills, and attitudes necessary to perform their jobs better which in turn improves the overall organizational performance. It is a systematic approach to learning and development involved in improving the individual, team, and organizational effectiveness (Dysvik, 2007). Gordon defines training as a type of systematically planned activity that results in enhanced level of skill, knowledge and competency necessary to perform work effectively (Gordon, 1992). Training not only helps the employees to perform better in their current role but also let them develop their skills for the future as an investment in themselves. Tracey et al. (1995) reports that millions of dollars are being spent on employee training annually as training brings numerous benefits to the company.

Job satisfaction

Spector defines job satisfaction as the extent to which a person like or dislike his job. It is mainly how an employee feels about his job as well as the different aspects of the jobs. (Spector, 1997). It is an attitude people possess towards their jobs, resulting from one's own perception of the job and the degree to which it matches the perception of the organization (Ivancevich, et al., 1997, p. 91). According to Pak, it is a set of constructive feelings and

emotions associated with the job (Pak, 2007). A satisfied employee is always an asset to the organization. Similarly an unsatisfied employee is not only unsatisfied in his role but also is a negative energy to the whole working environment.

(Locke, 1976; Spector, 1997) defines Job satisfaction as nothing but a positive emotional

state resulting from the pleasure a worker derives from the job.

Literature Review

A myriad of researches have been conducted on training effectiveness, training purpose, benefits of training, impact of training on job satisfaction, etc. Training develops the attitude of an employee by imparting new skills or information required by the job. Though employee performance depends on numerous factors such as job satisfaction, knowledge and management, there is a notable relationship between training and performance (Chris Amisano, 2010). According to the workforce special report (2006) the spending on training should be increased rather than focusing on efficiency and cost control as the organization becomes more efficient and effective from the training and development.

A research by Lowry et al. in 2002 reported that the employees who showed higher level of satisfaction were temporary employees who were trained than those who were not trained. A study made by Schmidt (2009) found out that new employees (permanent or temporary), had a comparatively higher level of satisfaction than the employees with greater degrees of job tenure. Traut et al. (2000) concluded that continuous training throughout an employee's career helps a lot in improving the job satisfaction in more tenured workers. The performance of the trained employees is at a significantly higher level as compared to the performance of the untrained employees. A good training design as per the need of the employees as well as the organization always yields a good result (Partlow, 1996; Tihanyi et al., 2000; Boudreau et al., 2001). According to Garavan (1997) an employee finds it troublesome to perform well at the work place without any pre-training.

Passport Seva Project

The passport Seva project implemented in a Public Private Partnership (PPP) mode with Tata Consultancy Service started its venture in 2010. This was introduced as a part of simplifying the passport application process to meet the increasing demand for passports. Under this program, the TCS handles the initial steps of passport application such as application processing, capturing of photograph and biometrics, collection of fee payment and uploading the necessary documents. The verification and granting is handled by the government officials. The TCS offices named as Passport Seva Kendra (PSK) started functioning in Kerala in 2012. With 13 centers functioning in Kerala under 3 regional passport offices, the passport application process have become a much easier task.

Training in Passport Seva

The Passport Seva Project provided training for the initial batches of the recruited employees during the start up period. The 25 days of training period included an off the job training of 10 days at Mangalore and on the job training of 15 days at Bangaluru PSK. Each batch consisted of 100-150 trainees.

Off the job training

This 10 days of training concentrated on the theory aspects of the passport application process which included the rules and regulations of the External Affairs ministry as well as the company, document types, verification, application process, etc. The trainees were distributed a booklet including the theoretical as well as the practical aspects of the job. Well taught trainers were assigned to handle sessions after sessions. 2 tests were conducted to assess the capturing capacities of the trainees. A working environment model was set up in order to familiarize the trainees with the application they are about to use on the job which included entry of data, uploading of the documents, collection of the fee payments, capturing if finger prints, etc. Few hours of the training was spent in this working model environment

On the job training

On the job training for the employees in Kerala PSKs was done by sending them to the already functioning PSKs in Bangalore. The trainees were supposed to work for 2 weeks as an assistant to the Citizen Support Executives who were already experts in handling the PSP application. Each trainee was allotted a counter with an expert CSE. During the initial days the CSE taught the trainee how to use the original application and as the days pass by the CSE was supposed to give multiple chances to the employee to process the passport application.

Though the start up time of the PSKs was full fledged with well trained employees, the later additions to the employees were only given a few days of basic training on the application usage. With the passage of time the number of fully trained employees reduced to less than one fourth of the total employees.

Variables

The variables used for the assessment of the training are the contents of training, methods and techniques of training, duration, trainer, training environment and training effectiveness.

Research Design

This study is descriptive in nature. The data collection was done using a schedule. Sample size included 40 employees of PSKs in Kerala randomly selected from Kannur, Malappuram, Cochin and Trivandrum PSKs.

Attitude of employees towards training

The employees who have undergone training may eventually develop a likeness or dislikeness towards it which is rightly called as their attitude. The attitude of the trained employees towards training is analysed here.

Table 1: Attitude towards various attributes of training

Attributes of training	Mean	Std. Deviation	Rank
Syllabus for the training	3.68	1.077	3

Duration of the training	3.62	.987	4
Ability of the Trainer	3.72	1.278	2
Training environment	3.68	1.115	3
Techniques of training	3.78	.975	1

Source : primary data

The table above shows the attitude of employees towards training. The employees have a positive attitude towards all the aspects of training with mean score above 3. The techniques used in training is the most important factor as perceived by them followed by the ability of the trainer. They also have a good opinion regarding the other factors also. But the study would like to find if there is any difference of opinion between the fully trained employees and the partly trained employees.

H₀: There is no difference of opinion regarding the attributes of training among the fully trained and partly trained employees of the PSKs in Kerala.

Table 2 : Independent Samples Test for difference of opinion

Attributes of training	Levene's Test for Equality of Variances		t-test for Equality of Means			
	F	Sig.	T	df	Sig. (2-tailed)	Mean Difference
Syllabus	1.316	.257	2.484	48	.017	.720
Duration	2.370	.130	2.234	48	.030	.600
Trainer	5.180	.027	1.811	44.495	.077	.640
Training environment	5.013	.030	3.012	44.696	.004	.880
Training techniques	.005	.944	.432	48	.040	.120

The table explains that there is difference of opinion between the fully trained employees and partly trained employees regarding the syllabus of training, duration of training, training

environment and the training techniques where in all these cases the null hypothesis stand rejected. But they have a similar opinion regarding the abilities of the trainer in training, the only case where the null hypothesis is failed to be rejected.

Satisfaction of employees towards training

Training is the first step of learning a job. If the training is effective, the employees can do their job perfectly in a time bound manner. Employees who are satisfied with the training received can be considered to be able to do the job easily. Hence, satisfaction of employees regarding the training obtained is one of the tools for analyzing the effectiveness of training. The training given by PSK is looked upon as effective on the basis of which the null hypothesis was framed.

H₀: Employees in PSK are satisfied with the training obtained

Satisfaction of the employees are measured using a five point likert scale where the employees could choose from 1 to 5 depending on their satisfaction level towards the training obtained by them. In order to test the hypothesis, mean score is calculated and tabulated as follows.

Table 3: Employee satisfaction towards training

	N	Minimum	Maximum	Mean	Std. Deviation
Satisfaction towards training	50	1	5	3.62	1.159

Source : Primary data

The table above conveys that employees are satisfied with the training obtained by them as the mean score is greater than 3. Thus the mean score failed to reject the null hypothesis giving an impression that the training has become effective.

Difference in satisfaction towards training

Most of the employees working in PSKs in Kerala were given hands on training on the entire application process right from the enquiry counter up to the exit point. Certain other employees in the same PSKs did not get an extensive training but only a few demonstration classes on the process. They were divided into two categories as fully trained and partly trained for the purpose of this study. Hence, it was found necessary to ascertain whether there is any difference in the satisfaction of both the categories of employees towards the training obtained by them.

H₀ : There is no difference in the level of satisfaction of the fully trained employees and partly trained employees in PSKs in Kerala.

T test was conducted to find the difference in the satisfaction level of fully trained and partly trained employees in PSKs the result of which is displayed in the table below

Table 4 : Independent samples test for difference in satisfaction

		Levene's Test for Equality of Variances		t-test for Equality of Means			
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference
Satisfaction towards training	Equal variances assumed	.003	.954	3.033	48	.004	.920
	Equal variances not assumed			3.033	47.996	.004	.920

Source : primary data

The equality of variances was checked using the Levene's test based on which the p value of t-test is considered. The p value which is less than 0.05 rejected the null hypothesis giving an impression that there is difference in the level of satisfaction of employees in PSKs in Kerala.

Table 5: Satisfaction level of categories of employees

Trainingmethod		N	Mean	Std. Deviation	Std. Error Mean
Satisfaction towards training	Fully trained	25	4.08	1.077	.215
	Partly trained	25	2.97	1.068	.214

Source : Primary data

The table above makes in obvious that the fully trained employees are more satisfied with a mean of 4.08 and standard deviation of 1.077 than the partly trained employees with a mean of 2.97 and a standard deviation of 1.068.

Relation between training and job satisfaction

A person will be satisfied in his job if he is able to do it perfectly without any issues. The uneasiness of a person with the job can be reduced and his knowledge about the same can be improved by providing training at the right time. Hence, we can understand that job satisfaction is related to training which is verified using Karl Pearson's coefficient of correlation. The linearity is ensured using the scatter plot diagram and the coefficient obtained is 0.72 which means that there is high degree of correlation between training and job satisfaction.

Conclusion

The employees in PSK has got a very good opinion regarding training given to them. They are satisfied with the techniques adopted for training and also regarding the ability of the trainer in imparting the skills necessary to do the job efficiently. The fully trained employees who have obtained both on the job and off the job training has got a very good perception towards the training programme and are also satisfied with the programme. The case is different for the partly trained employees as they have not undergone an intensive training. They are not satisfied with the training obtained by them.

Hence, it is clearly understood that when the employees are selected for a job they require to be trained well for it. A training for name sake is not feasible as they find it difficult to cope up with the procedures. On the other hand, those who have been trained well can score more in their work and this difference will be visible at the time of performance appraisal too. Thus, the study implies that all the employees in an organization should be trained alike and completely before making them do their job.

Moreover, the training also have a positive correlation with the job satisfaction and hence, the employees can be made satisfied with the job by giving good training at the right time.

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