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İSTANBUL AYDIN ÜNİVERSİTESİ
INSTITUTE OF SOCIAL SCIENCES

THE IMPACT OF EMPLOYEES TRAINING ON EMPLOYEE SATISFACTION: A CASE OF TURKISH CONSTRUCTION INDUSTRY

THESIS

Aygul Asgarova

Department of Business

Business Administration Program

Thesis Advisor: Assis Prof. Dr. Emre Berke KURTULMUS

DECEMBER 2018

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MBA THESIS

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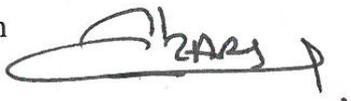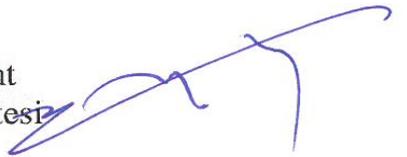
Program: MBA

DECEMBER 2018

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İSTANBUL AYDIN ÜNİVERSİTESİ
SOSYAL BİLİMLER ENSTİTÜSÜ MÜDÜRLÜĞÜ

YÜKSEK LİSANS TEZ ONAY FORMU

Enstitümüz İşletme Anabilim Dalı İşletme Yönetimi Tezli Yüksek Lisans Programı **Y1512.130043** numaralı öğrencisi **Aygul ASGAROVA**'ın **"THE IMPACT OF EMPLOYEES TRAINING ON EMPLOYEE SATISFACTION: A CASE OF TURKISH CONSTRUCTION INDUSTRY"** adlı tez çalışması Enstitümüz Yönetim Kurulunun 26.12.2018 tarih ve 2018/32 sayılı kararıyla oluşturulan jüri tarafından oybirliği/oyçokluğu ile Tezli Yüksek Lisans tezi 10.01.2019 tarihinde kabul edilmiştir.

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ONAY

Prof. Dr. Ragıp Kutay KARACA
Enstitü Müdürü

This Thesis is Dedicated to Love of My Life, To My Dad - an Unchangeable Hero, To My Mom - My Inspiration and Angel and To My Fight of Staying on My Own Feet

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FOREWORD

I am really thankful to my father who supported me in every possible way and it would be impossible without his support. I would like to thank my supervisor for his excellent guidance and support during my thesis. I thank all of the respondents without whose cooperation I would not have been able to conduct my research. I would like to thank all my colleagues at university for their wonderful cooperation as well. My mother deserves a particular note of extra thanks for her wise counsel, kindness and her prayers.

_____

December 2018   **Aygul ASGAROVA**

(Student)

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ABBREVIATIONS

ET	**:**	Employee Training
HR	**:**	Human Resource Management
ROA	**:**	Return on Assets
SSPS	**:**	The Statistical Package for Social Sciences

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ÇALIŞANLARIN EĞİTİMİNİN ÇALIŞAN MEMNUNİYYETİ ÜZERİNDE ETKİSİ: TÜRK İNŞAAT SEKTÖRÜNÜN DURUMU

ÖZET

Küreselleşme ve ekonominin hızlanması sürecinde, işletmelerin zamanın ve gelişimin yeni taleplerine ayak uydurabilmeleri için kalifiyeli elemanlara sahip olmaları gerekmektedir. Bu da çalışanların sürekli gelişmesi ve eğitilmesi sayesinde mümkündür. Ancak gerekli sonuçlar ve hedeflere ulaşmak, sadece teorik eğitimlere ve seminerlere dayalı bilgilerle değil, hem de bu bilgilerin ugulama becerisinin oluşturulması sayesinde mümkündür. Bu araştırmanın konusu temel olarak iş yerlerinde çalışanlarının eğitiminin çalışan memnuniyetine etkisinin, Türkiye inşaat sektörü firmaları örneğinde araşdırılmasıdır. Araşdırma metodu olarak kullanılan anket yöntemiyle 100 anket yapılmışdır ve anketlerden alınan veriler "Sosyal Bilimler İçin İstatistik Paketi " ne (SSPS) göre incelenmişdir. Araştırmalar sonucunda alınan kalitatif veriler korelasyon tekniği ve soruların müzakiresi yöntemiyle analiz edilmişdir. Sonuç olarak alınan bulgular iş ile ilgili eğitimle çalışanların iş memnuniyeti arasında önemli ve olumlu bir ilişkinin olduğunu kanıtlıyor. Son olarak, araştırmada iddia olunan ve araşdırılan tüm fikirler, bulgular ve sonuçlar kullanılmış kavramlarla ilgili edebiyatların araşdırılmasıyla daha da zenginleşdirilmişdir.

Anahtar Kelimeler: *Çalışanların eğitimi, Çalışan memnuniyeti, Türk İnşaat Sektörü, Sosyal Bilimler İçin İstatistik Paketi*

THE IMPACT OF EMPLOYEES TRAINING ON EMPLOYEE SATISFACTION: A CASE OF TURKISH CONSTRUCTION INDUSTRY

ABSTRACT

In the process of globalization and the acceleration of development of the economy, enterprises must have qualified personnel to keep up with the new demands of time and development. This is possible just with the continuous development and training of employees. However, to achieving the necessary results are possible not only by knowledge based on theoretical training and seminars, but also by creating the skill of applying this information. This topic basically involved survey of the effect of the training of employees in the work place on employee satisfaction, a case of Turkish construction industry. Questionnaires with the 100 person were used as a research method and the data obtained from the questionnaires were examined according to the Statistical Package for Social Sciences (SSPS). The qualitative data which has been obtained as a result of this research was analyzed by the correlation technique and the questions from questionnaire were discussed. The qualitative data obtained as a result of the research were analyzed by the correlation technique. As a result, the findings prove that there is positive and important relationship between job-related training and employee satisfaction. Finally, all the ideas, findings and results that have been investigated and researched in the research have been further enriched by investigating the literature based on the concept of the topic research.

Keywords: *Performance Appraisal Strategies, Non-Governmental Organizations, Employee Motivation*

1. INTRODUCTION

1.1 Background and Context of Study

With the sustainable long-term goal to survive and to thrive in the present economy, the idea of job satisfaction at the workplace is presently imperative for most Turkish organizations. The traditional theory suggests that the organization is only operational and successful on the four pillars, or in other words, there are four main factors of production that an organization must have in order to become operational and to produce, both good and services. These four factors are land, labor, capital and entrepreneurship. As the organization cannot come into existence without capital and land, it cannot operate without labor and entrepreneurship. Labor or human capital is as important as the finances, entrepreneurship and capital equipment, along with other resources, the human resource must also be developed, managed and improved over time.

Skillful employees are basic to the accomplishment of every construction company. These workers are in charge of the construction project, and quality of their work is the main determinant of customer satisfaction. It is essential to comprehend what impacts forefront employees' activity fulfilment on the grounds that there is confirm that satisfied employees convey better client benefit. In the construction industry, consumer loyalty possibly affects organization's profit. Human resource management makes practices and procedures that "empower workers to convey results to clients", which at last effects benefit of client (Heskett, et al., 1994). Training programs of HR particularly affect aptitudes of worker which affect their level of efficiency and competency which can also affect the job satisfaction of employees.

A large number of large-size to small-size organizations have discovered is important to put resources into employees' training programs in order to enhance worker proficiencies so that they can gain more efficient and effective results from its human capital resources through increased employee's job satisfaction, which will lead to increased performance and greater worker retention rates. The world is continually moving forward with the ever-changing technologies and techniques, the organizations

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must also match the pace of development and with other resources, they should also bring external and internal changes in their HR practices in order to survive. Retaining and satisfying productive employees is as essential as to maintain competitive advantage and effective administration in organizations.

According to Locke. E., the term job satisfaction is referred to "the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values" (Locke, 1969). Initially, the first set of variables is characterized as race, sex, education/skill level and age. The research study of Reiner and Zhao (1999) also concluded that there is a critical impact of age and race on the satisfaction of employee. The second set of variables is related to workplace or working environment impact on job satisfaction, which is supported by well-known authors as the essential determinant for the job satisfaction of employee.

For instance, Reiner and Zhao (1999) use five determinants of the workplace; job significance, task identity, skills variety, feedback and job autonomy. From past few years, the main emphasis of literature on HRM is on the practices which contribute on the high-performance working system and on job satisfaction which impact the performance of employees and also contributed in the performance of an organization. In the fields of organizational and industrial psychology and organizational behavior, satisfaction of job is also considered as one of the most frequently studied subjects. Many different authors considered satisfaction of job as an evaluative response towards his or her activity.

According to Tabvuma, et al., (2015) satisfaction of job is a blend of cognitive and intellectual sense of feeling towards his or her job. Job satisfaction is considered an important factor which motivate the workers to functions their roles in a consistent manner and towards working for longer period of time for specific organization. Without satisfaction in job, the organization experience high cost of recruitment which is caused by higher turnover rate of employee. So it is important for an organization to pay serious attention on the job satisfaction of employees.

In job market of Turkey, holding key employees has turned into a basic problem for organizations. Organization are implementing latest techniques and introducing new

policies, while some organizations are spending hefty budgets on the consultation on the issue of increasing job satisfaction and employee retention plans. Managers are capitalizing on formulating a standout amongst the best retention apparatuses available. The current employees are in different situation in light of the fact they have many options for employment. If they are not satisfied with their current organization, they move over to another organization.

The statistics show, that there is an exponential growth in a number of employees who are quitting their careers to start their own business or work on freelances basis due to higher rates of job satisfaction or unfavorable employment policies at their former employers. When the employees of an organization are unhappy with their job roles or the organization altogether, it can lead to increased absenteeism and lower retention rate, causing both economic and moral losses to their organizations. Hence, it is organization/management's responsibility to guarantee that they safeguard and keep up their best employees.

Employee training and improvement is a vital factor in construction companies due to the high expenses related to employee turnover. Shockingly, organizations don't tend to advance much exertion into actualizing successful training procedures. In particular, management in construction organizations is normally hesitant to put resources into appropriate training for their employees and in projects to prepare the coach. Training in the construction business has a history and traditional practices of utilizing older employees/substitutes and non-skilled employees to help train the newly hired employees (Poulston, 2009). Due to absence of management eagerness to put resources into these kind of initiatives, a cycle has been initiated in employment industry where poor training of employees and absence of inspiration is normal.

A great manager or leader is one who knows both how to gain and retain its most productive employees. This can be accomplished through giving sufficient job training to its employees. The job satisfaction to employees is achieved when the organization or management acknowledges the employee's work and rewards it on the basis of his contribution, and the organization only appreciates and rewards the high performance and productive work. The employee cannot do/perform his job satisfyingly until he has

the know-how or the good command of his job (Roehl & Swerdlow, 1999). This is where job training comes in, the job training enables the employees to acquire skills that will help him to achieve better performance, which will lead to higher job satisfaction. In particular, management in construction organizations is normally hesitant to put resources into appropriate training for their employees. According to Forgacs, A training is well-defined as a deliberate action and the aim of training should be to improve performance of employees by making them understand various skills through the communication of information, as stated by Forgacs (2009).

Training can be defined as a planned learning experience which has been designed to bring some permanent changes in an individual attitudes, skills and knowledge. Armstrong (2000) moreover characterizes job training as a sorted out procedure to change worker proficiencies so they can accomplish its targets. In the customary approach to training, most organizations viewed that training was an expensive and unworthy process. The situation is however evolving. The present-day perception of organizations' about job training is that internationally, organizations have understood the significance of training and training is currently, considered as a dedication, job satisfaction and employee retention apparatus than a cost s it used to be considered a decade ago (Tabvuma, et al., 2015).

This thesis research is focusing to evaluate the impact of employees training on the employees' job satisfaction with the special focus on a company from the construction industry of Turkey. Since turkey is a developing economy, the construction industry is a vital supporter of the development of national economy and is specifically influenced by the administration approaches as governments generally control the economy by curtailing open construction works amid stagnation periods. Past encounters in different nations demonstrate that it is likewise essentially imperative to empower construction exercises so as to escape stagnation. It has been studied by past researchers that construction industry, indirectly, influences around 200 different sectors of any economy, therefore, a study based on the HR practices like job training is of great importance to the literature on the subject of human resources management in Turkey.

In the construction industry, on-job training has higher importance as the job description of the majority of employees or workers employed in constructions companies include direct interaction with the heavy machinery and equipment, or in other words, the employees of construction companies have higher safety concerns and require higher attention on the subject of job-related training. It is a common misunderstanding in developing nations, that the workplace orientation on first day or week of a newly hired employee at the workplace is regarded as job training, such activity lasts between 10 minutes to 3 hours, which is not sufficient enough to be regarded as job training. As described earlier, the training is considered as a scheduled activity which aimed to improve performance of employees by assisting them in realizing a compulsory level of understanding and expertise which are essential to perform his job (Sezerel & Tonus, 2016). Such misunderstanding between brief orientation and job training leads to misinformation or unawareness about job description among employees, which eventually lead to job dissatisfaction.

1.2 Specific Topic

In this thesis study, the author has studied one of the most important subjects and most widely researched topic in the vast universe of human resource management (HRM) concepts. There is a great amount of literature on the subject of HRM practices, especially on job-related employees training and development. The development and training programs for employees is one of the most crucial and main functions of effective human resource management process. The covers two distinctive concepts on HRM i.e. job training and job satisfaction. Job satisfaction at workplace is as important as other functions of HRM, organizations constantly invest in latest programs and introduce new policies related to compensation, incentives, perks, working hours, working environment and organizational culture to increase employees' job satisfaction at an organization and enhance the key employees' retention rate or decrease the employee turnover rate.

In past studies, there is ample literature on this subject that suggests that there are two different set of variables that determines the job satisfaction. The purpose of this research is to review the effect of on-job employee training of workforce on the

employees' job satisfaction which improve the retention rates of employee and results in better performance of an organization. Many researches are done on defining different aspects of development and training of workforce but less literature is found on the subject which actually discussed the impact of employee training on job satisfaction of the employees' of an organization.

"The Impact of Employees Training on Employee Satisfaction: A Case of Turkish Construction Industry"

1.3   Research Gap

Every year organizations spend millions of dollars and thousands of hours to improve its productivity, efficiency and organizational performance. Employees' dissatisfaction harms the organization through expanded expenses of unproductivity, low resolve among employees, inefficient business solution and deferred benefit conveyance to end customers. These activities greatly hinder organizational accomplishment to succeed in the present aggressive economy and furthermore impact the GDP by and large because of their failure to hold the correct nature of employees (Terera & Ngirande, 2014). An aimless training program or without the clear outcome of training programs at an organization can result in losses worth millions as the trainings has a higher attached cost, therefore, the need of further research and well planned and ascertain outcome of training programs and its impact on job satisfaction at an organization is increasing day by day.

There is lack of literature or there exist a literature gap between training and employee satisfaction because out of all the available literature on the subject of impact of training on employee job satisfaction have either showed no or weaker evidence to support the conclusion. Another factor is that albeit different researches were led on the effect of training in organizations, insufficient research has been directed in higher learning foundations to give experimental help to the effect of training on attitudinal factors.

The area of job related and training and employees' job satisfaction have been vastly studied by scholars, researchers and students of social sciences and psychology, but most of the researchers have tied the outcome of training to the efficiency and have

linked the employees' job satisfaction to the internal factors like motivation, cognitive behavior and other psychological factors (David Pitts, 2009). There is a huge need of a study that links and studies the relationship of job training which is an external factor to the employees' job satisfaction at an organization. In brief, the problem statement that this research wants to address is that the job dissatisfaction amongst employees is the cause of inefficient poor performance of employees at organization that causes heavy loses to organization, on other hand the training programs are presumably solves this problem of inefficiency but they also have higher costs.

1.4   Aims and Objectives of the Research

The main objective of this research study is to analyze the relationship of the employees' job satisfaction with the training and also to understand the impact of training on the job satisfaction of employees in construction sector which has been operating in Turkey. A quantitative study is carried out to survey full-time employees who are working in different departments of constriction companies which are situated in Istanbul, Turkey.

The objective of this research study is to understand the impact of training on employee job satisfaction and to make recommendation to the manager personnel in the organization, who are responsible for various functions of HR, to improve job satisfaction of employee which is based on the potential results of the research. Another important objective of this research is to make valuable and meaningful contribution to the literature on the subject of job training program and its impact on the job satisfaction of employees.

1.5   Research Questions

The research is based on two important research questions related to the key topics of human resource management. Following are the research questions and the hypothesis based on the research questions:

1. What is the impact of job related training provided by an organization on the employees' job satisfaction at organization?

2. Does the employees' job satisfaction influence the performance of the organization?

1.6   Thesis Statement

The problem that this research aims to address has highest significance in the field of human resource management at organization as dissatisfied employees and poorly designed training programs cause millions of dollars' worth losses to organization globally. This research will be valuable to key management personnel responsible for human resource functions at organizations and policy makers who design the training programs and take other majors to increase employee's job satisfaction at the organization.

This research also has higher significance in literature as there is very limited literature available that directly studies the relationship of on job training with the employees' job satisfaction at the employer or organization. This research can provide base for the future researches that study the exact determinants of job satisfaction attached to job training.

1.7   Research Hypothesis

Hypothesis: There is a positive relationship between job related training and the job satisfaction of employees.

1.8   Organization of the Thesis

The outline of the research presents an outlook of all the chapters included in this research paper. As per standard requirement the thesis research has six chapters in total.

Chapter 1- Introduction: The first chapter of this research study describes the introduction of complete dissertation. This chapter involve the background of research study with the development of the aims and objectives of the research. The chapter begins with an overview of the current human resource management practices and the consequences of insufficient HR policies. The chapter also briefly describes the job

related training and employee's job satisfaction and lastly, mentions the aims, objectives, and limitations of the study.

Chapter 2- Literature Review: This chapter developed with the complete information and details which are collected from secondary data. This portion is considered as the most important part as most of the supportive information is given in this chapter with all the necessary theories and models for a better understanding of this research study. All the previous researches related to this topic are analyzed from all perspectives.

Chapter 3- Conceptual Framework and Hypothesis Building: This chapter presents the complete conceptual structure of the dissertation with its corresponding research hypothesis which is based on the direction of this research study.

Chapter 4- Research Design and Methodology: The purpose of research methodology in dissertation is to adopt most appropriate techniques and methods to conduct the research. In this section, the design, philosophy and approach are discussed thoroughly which is useful to manage the research in a systematic and methodical way. The portion of research methodology also includes the sampling technique and data collection method.

Chapter 5- Findings and Discussion: This chapter presents the results, data analysis and discussion of the results.

Chapter 6- Conclusion and Recommendations: The complete research study is concluded in this chapter. In this chapter, the research objectives are associated with the data which was collected through primary and secondary research. In this section, recommendations are provided according to the issues and problems related to the study. Moreover, the limitations of research are also discussed with analyzing the future scopes of the research.

2. LITERATURE REVIEW

2.1 Introduction

This chapter is the major part of the research that provides the critical review of the research studies to develop an effective framework for the research. The evidence collected from critical review of research studies can be used to develop a theoretical basis of the research. This chapter highlights the impact of employee training on employee satisfaction.

Employees have the power to uplift or ruin a business and they are considered important resources to companies (Attar & Sweis, 2010). Moreover, Attar & Sweis (2010) also emphasized that organizational success is hidden in the satisfaction of its employees. When employees are recruited in a company, it brings the experiences, desires and needs. Satisfaction of job represents a combination of negative or positive feelings that workers have towards their work and it cause influence on different aspects of a company. Loyalty of employee is considered as the most significant factors of it (Aziri, 2011). Many different research studies have indicated that satisfaction of job directly impacts the productivity and motivation of workers and it also effect the organizational performance (Aziri, 2011).

There are different approaches to define job satisfaction. Spector (1997) gave one of the most used definitions of job satisfaction. Satisfaction of job is associated with feelings of individuals in reference to their job functions and different attributes associated with it (Spector, 1997).

2.2 Employee Motivation

According to research study of Arun (2014). He empirically tested some professed beliefs about employee motivation which are important for retail sector. He concluded in his report that overall motivation is considered as notion complex to explain as it is frequent and it has been used in many areas. The motivation mainly depends on the acceptance of objective by an individual which are assigned to it.

Motivation of employee has been found to be as an inner force, pushing an individual to act in line with organizational objective, as it perceives them. It is considered as an optimization of an effort toward a specific goal.

In his research Arun (2014) concluded that motivating variables to be good pay, monetary advantage, non-money related advantages, prospect of advancement, occupation preparing, employee development and challenging assignments were the variables that are particularly in charge of fulfilment of representative and general motivation in the current situation of employment. Moreover, it has been generalized that variables which effect the commitment towards organization are of non-monetary advantages, poor association with partners, good pay, job training, vocation development and career growth, job training, top administration, challenging assignment, extension of working periods of time, lack of knowledge from top administration, poor working conditions. Motivation is considered as mental characteristic which promote hierarchical responsibility. This research study substantiate the established view that there exist a concrete relationship between work fulfilment, organization commitment and motivation.

2.3   Human Resource Management

HRM is a very important term which can never ever be ignored by any organization in the world. The importance of HRM is huge and thus an organization cannot succeed if it ignored any element of HRM. There have been unlimited researches and theories written on the process and importance of HRM. The process of managing the entire workforce in the organization and to keep their values and beliefs is known as the Human Resource Management. It is all about managing the employees and to keep them satisfied at the workplace. The satisfaction of employees is very important to any organization and thus organizations try hard to achieve this level because as it will be discussed in the next paragraphs that employees are the biggest assets of any organization and companies cannot survive if the human workforce is not competent or happy at the workplace.

The job of any HR manager is to devise the strategies and plans that how to keep the workforce satisfied at the workforce and to guide them in the best possible manner. There are employees who are autocratic and thus they do not let their employees take

part in the discussions or do not give the importance to their views. On the other hand there are democratic leaders who value their employees' views and opinions and allow them to take part in the decision making process of the organization and thus employees are satisfied that the managers give them importance. The organizational citizenship comes into play (discussed later).

It is vital to have the HRM strategies implemented in all the organizations because the first and foremost task of any company is to manage its employees with efficiency and effectiveness and thus there are separate specific departments of HRM built in the companies. Moreover, the HR managers are also responsible for the hiring and recruiting of the employees and this is why it's a very important decision HR manager have to take. The hiring and selection of employees is a very lengthy process and thus HR managers need to evaluate each and every aspect before selecting the employee. Human Resource Management also talks about the right people for the right job. It has been seen that organizations do not hire the right person for the right job on many different occasions and thus organizations have to suffer badly if the wrong decisions are taken.

The importance and the elements of the HRM will be discussed later in the next paragraphs. There are certain important elements and practices of Human Resource Management which need to be realized and known before the discussion moves to employees' training and satisfaction. Furthermore, HRM is becoming an important issue for many organizations because when the employees are fired from the organization, they sue the company because of the complex agreements they have signed and thus HR managers have to deal these problems almost every day because the competition is increasing and organizations have to search for the competent employees and get rid of themselves from the incompetent employees. The firing of employees is also a very critical factor and thus HR managers often outsource this function to the third parties because the third parties do not personally know the employees who are going to be fired and thus it becomes easy for them to deliver the message from the organization to the fired employee.

In the end it is vital from the above discussion that HR is an important element of the organization and it needs to be dealt with extreme care and should be evaluated carefully.

2.4 Human Resource Management Practices

There are certain Human Resource Management practices which are important to be understood by the organizations and the HR managers. These practices are explained below:

- Employee's First Impression: The HR department needs to realize and should strive hard to welcome the employee and be the first department to do this action. It instills motivation and satisfaction in the new hire because when the HR department welcomes the employee in the organization, he realizes his important and thus the organizational citizenship behavior comes into play. Thus it is important for the HR department to be welcome the newbie.

- Put in Writing: The HR department needs to know that not all the employees are conversant with the organization's terminologies, rules, norms and the standards and the expectations of the organization and thus the HR needs to put everything into writing for the ease of understanding. The things might appear very simple to the HR managers but they can be much complex to the newbie or the employees so if these commands are put into writing, it will become easier to understand. The employee handbook is the perfect example of this practice where the employees are provided with a handbook which explains each and everything about the organization.

- **Motivation:** The HR managers or the departments need to know that motivation is very, very important in the organization and thus it is hard to perform well if the employees are not motivated at all and thus it has become of extreme importance to keep all the employees motivated at the workplace. Motivation cannot always be in financial terms and thus some employees are motivated with extrinsic rewards as well so the organization must develop ways to motivate the employees according to their needs. Money is not always the solution.

- **Adopt Technology:** The business trends are changing and organizations are pacing at a very fast speed. The dynamics of the business environment are changing and thus it's becoming necessary to adopt the technology. The competitive advantages are becoming necessary and that's why organizations need to move to the digital world. The HR management tools i.e. Kronos and ERP software and Internet payroll etc. are the solutions of adopting the latest trends in technology. The online tracking of the employees is also necessary to evaluate them at each and every step. If the organizations do not adopt the technology, they lag behind in the competition.

- **Transparency:** Businesses and organizations need to be transparent in their decisions. It is important to communicate each and everything to the employees because things turn sour. It has been seen that employees sue the organizations because they hide several important information from the employees. This is important for the HR departments and thus it should be crystal clear to the employees that what the organization is doing. There should exist no ambiguity because situations might become awry if the organizations are transparent at all because employees get a feeling of ignorance if the organizations keep them uninformed.

- **Consistent:** The HR department needs to be consistent in its operation and policies. If there are certain and regular changes made in the policies or practices then consistency does not remain and thus things change. The employees get the feeling that the organization is not consistent and thus their interest at the workplace might go down and this can be hazardous to the organization. Moreover, the rules applied in the organizations should be implemented to all the departments and employees. The policies should be imposed consistently even if the employees are not in favor of these.

- **Right Person for the Right Job:** It's very important to hire the right person for the right job. Things become extremely ambiguous and hasty if the right person is not selected for the right job and this is HR managers need to extra meticulous during the recruitment and selection processes. It is also for the betterment of the

organization when the right person is selected for the job because the costs of selecting the wrong person are heavy and thus an organization cannot afford to spend a huge amount if the wrong person is selected. And the whole blame goes to HR as well.

- **Personal Involvement:** The HR managers need to be personally involved in day to day activities and practices because it motivates the employee when the employers daily ask about them and take care of their beliefs.

These are the common practices of the HR department. There are many other important practices as well but these are the highlighted practices which are seen in almost all the organizations. Moreover, the HR department needs to be capable of handling the pressure from the subordinates and only then the organization can flourish because employees will not create any disturbance then.

2.5   Examples of HR Practices

The following are the examples of the HR practices which will be discussed briefly:

- **Recruitment and Selection:** The first and foremost example of HR practices is the recruitment and selection process. It is the very basic process of the HR management because the most important task of an HR department in the organization is to recruit and select the employees. Recruitment has certain ways i.e. newspapers, websites, employee referral etc. And then when the right employees are recruited, they are called for the interview in order to select them for the job. Interview is a lengthy and a hectic job of HR managers and they clearly evaluate the employee in each and every aspect in order to select him for the job.

- **Work-life Balance:** The work-life balance of employees depends on the policies devised by the HR management in the organization. It is important to take care of the work-life balance of the employees because a healthy and satisfied employee is the biggest asset of an organization. If there is no work-life balance in the organization then the employees will feel tired and fatigued and thus their performance will have a question mark and their productivity will go down.

- **Compensation:** The compensation packages are made by the HR managers in the company. It is important to deal with extreme care to the compensation part because the managers have to consider all the factors which can have an effect on the compensation of the employees. The fulltime and part-time workers and contractors etc. are the different types of employees in the company and thus their compensation packages vary as their activities and job are different in the organization. And it is crucial for the HR department to devise the correct compensation packages for each and every employee.

- **Training and Development:** Training is perhaps the most important element in the life of any employee. Training provides skills and knowledge to the employees and makes them ready for the different job challenges. Training also helps to develop the employee i.e. career development. Employees give value to training and prefer those organizations which provide them with training opportunities.

These are some of the examples of the HR practices which are very important because these are the basic functions every HR department performs at the workplace. And these should be done in a careful manner because their effects are vast and their impacts can last for long.

2.6   Impact of Employee Training on Employee Satisfaction and Motivation

According to Zafar et al. (2014) the major determinants which are identified in the study was training. The data required for this research study has been collected through survey from 200 different employees from public and private sector of Pakistan. The results of this research study indicate that among other variables, training has a very significant influence on employee motivation. It helps employees to develop better skills which are required to perform their jobs in a better way which improve their confidence as well. Ultimately it improve motivation of employee which result in better performance of employee. The study contributes to understand business culture of a developing economy. The small sample size limits the generalizability of a study. Due to limited scope the results are only applicable to markets having similar dynamics as of Pakistan.

Zehra et al. (2014) carried out her study to analyse the effect of training on employee performance and it proposes a complete framework of training. The method which has been adopted to conforms to qualitative research methodology as it uses the existing literature and also analysed different models of training to reach at the conclusion. The results of a study indicated that training builds the competencies of employees which help to improve their job performance. It also gives sense of satisfaction to the employees as it indicates that their employers care about their skill-development. Moreover it also develops a sense of teamwork. This translate into improved employee motivation which gives company a competitive advantage in a market. This study contributes to literature by focusing on developing a thorough training model. The study, while comparing, disregards the intricacies of each framework.

2.7   Training

The business environment has changed and the companies are now constantly looking for the competitive advantages in order to survive in the business. The Charles Darwin's theory applies here that when two competitors have to make their living on the identical resources then it becomes impossible that both of the competitors will survive. And thus it is exactly applied to the business world that the two businesses can't survive together if their source of income is same. And thus the businesses are striving hard nowadays to gain the competitive landscape in order to be successful and to survive in the long run (Feldman, 1994) and the solution to this dilemma is training. Training can be defined as scheduled experience of learning which is formulated to induce enduring change in attitude, skills, experiences and knowledge of an individual. Armstrong (2000) moreover characterizes job training as a sorted out procedure to change worker proficiencies so they can accomplish its targets. In the customary approach to training, most organizations viewed that training was an expensive and unworthy process.

The very important question which often the managers and the researches ask themselves that what exactly is the meaning of training? Although there is not a clear cut and a perfect answer for this question, there are many different definitions provided by different authors and researchers which define what training is. The popular definition for training is that it is often a planned procedure which allows the employees to have an

increase in their knowledge and skills so that social behavior and the attitude towards the job change and they perform their tasks with more effectiveness and efficiency (Patrick, 2000). The training process provides the employees with the sufficient understanding of the actual workplace and thus the workers get a handful of knowledge about the tasks they will have to perform on the job.

The training programs are always updated and improved since the trends in the business world change and so do the training programs. They (training programs) become obsolete after a certain specific period of time because of many different reasons i.e. employees wishes, organizations rule, technology etc. It is important for the organization to remain updated regarding the latest trends. Many different researches have carried out their researches in order to find the relationship between training and quality and they have given their verdict that training often results in higher skills and expectations of the employees from their organization and thus as a result things change (Taylor, 1994). Moreover, training is also considered a tool or a service which is usually provided by the organization to its internal customers and here the internal customers are employees.

Training programs serve the employees and thus it is regarded as a service since the services serve the customers so the customers are employees here in this reference. And that's why training is very important to an organization because of the reasons mentioned above and thus organizations need to focus on the higher quality training programs in order to improve the employees' satisfaction and productivity.

Trade unions also realize the importance of training because unions have the task of negotiation which is considered a very important job nowadays. Unions work on the behalf of the employees and thus it is necessary that unions should be effective and efficient in their negotiation. Also, it is vital for the trade unions to be able to inspire the other party and thus training for the trade union employees is also very important. It has been seen that employees in trade union perform much better when they are better trained than those who are less trained and thus unions focus a lot on the trainings (Franz, 1995). The training helps the trade unions to have the competent and productive workforce at the workplace. This is also a competitive advantage for the unions if their workforce is productive and efficient. On the other hand, employees also value the trade

unions which provide them a chance to be trained on different scales and levels. Trade unions believe that training is important for the employees so that their beliefs and knowledge about the job increase and they become more skillful in their tasks and thus trade unions are emphasizing on the training of the employees (Georgellis, 1997). Many employees have claimed that training is perhaps the most important tool available to acquire new skills and knowledge about the job and thus they put extra efforts and importance to the training especially when the training is on the job.

Researchers have claimed that job satisfaction is actually a function of the training received (Clark, 1996). It means that job satisfaction and training are directly proportional at trade unions as well and if the training is effective then the job satisfaction will be higher and vice versa. Training at trade union levels also provides the employees with the extra skills which might come handy in their future careers because the basic aim of the organizations is to develop the employees. And to provide them different skills and knowledge so they can be effective and can deal with every situation without any ambiguity. The labor market in trade unions especially behaves if the labors are satisfied with their jobs and thus organizations emphasis a lot on the training programs to keep their employees happy and satisfied at the workplace (Lawler, 1967). And this is the reason the trade unions are putting huge amount of money and importance on the training programs (Yannis, 2007).

What is the different between specific training and general training? Specific training is the type of training where the employees are provided with the specific skills related to job or to their careers. On the other hand, general training is given to those employees who have larger job descriptions and specifications and thus they require multitasking. And thus researchers say that specific training is more important than general training because specific training allows the employee to develop a certain skill or knowledge which comes handy in the long run and thus it is easy to say that specific helps employees with their career development. And general training helps employee with the employee development process. As it has been mentioned above the different between career development and employee development so now it is easy to conclude that specific training is more important than general training. Trainings also bring innovation at the workplace or in employees and thus it increase their satisfaction level since they

believe they have become different than others. It allows the employees to feel more valuable to the organization and thus it directly increases their satisfaction (Tanke, 1990). Training also plays an important role in the customer management process.

The employees are trained in a way to serve customers efficiently and effectively and thus customers praise the employees for their good attitude and behavior. This helps increase the employees' satisfaction at the workplace because it boosts their morale that customers like their services and it also increases their rating in the organization which puts an extra mark on their CVs. Furthermore, the marginal productivity of the labor increases because it has been seen that those employees who have been trained well are often more productive than those who have not been. Moreover, some organizations have wrong predictions that an increase in the wages will lead to higher productivity than providing the employees with the extensive training programs (Georgellis, 1997).

There are four different models to evaluate the training programs and organizations are implementing those models in order to evaluate the trainings provided to the temporary workers. The four different models are explained below:

- **Learning:** This is the first model which explains what the trainee has learned throughout his training and what is the reaction learning on the satisfaction of the employee. Learning brings satisfaction because as it has been discussed above that employees learn new and fresh skills and knowledge from training and thus learning plays pivotal role in the job satisfaction. The training content should be designed carefully and in a manner which is suitable to all the trainees so that their learning opportunity is maximum.

- **Reaction:** This step defines that how participants of the training programs react when they are provided with the training. The attitude and behavior of the employees change after the training because they feel that they have learnt something and their personalities change.

- **Behavior:** This step defines and evaluates the change in behavior of the trainees after successfully acquiring the training programs. The behavior will depict the level of satisfaction because satisfied employees behave differently than those who are not satisfied and thus it's an important step to consider.

- **Results:** The results are the actual data or the evaluation which the organizations do. Also, organizations are highly interested to know that effects the training brought on the productivity or the overall profits of the company and thus it is vital to calculate the results. The before and after effects of the training are measured and compared and then the evaluation is done. The pro training results should be higher than the pre training results. If the pro training results are of higher value than the pre training results, it means the organization has been benefited. And it also increases the morale of the employee that he has performed better after the training (Jones, 2009).

2.7.1   Types of training

There are different types of training methods which organizations usually follow at the workplace. These different types are discussed below:

- **Group Discussions:** Group discussion is a type of training method where all the employees or the participants sit together and discuss the problem in groups. The participation of the employees holds an importance and the mentors note down the important points raised by the employees during the group discussion. The advantage of group discussion is that employees come up with unique ideas and thus it becomes easy for the organization to organize different points and to choose the best one.

- **Role Playing:** The role play is another type of training methods which organizations often implement at the workplace. The role play allows the employee to perform or to act and consider himself/herself in the specific role which he is playing. The role play allows the employee to learn about the roles he is going to perform on the actual workplace and it is important because empathy plays its part here. Furthermore, role plays help employee learn about the certain job elements which can only be done when these tasks are performed in the form of role plays.

- **On the Job Training:** This is perhaps the most widely used training methods. Almost all the organizations in the world implement this on the job training technique in their workplace because it works best. On the job training often

motivates the employees to start the job as it trains them at the specific workplace while they are performing the job functions as well. Employees have a better learning when they have on the job training in comparison to other training methods. The trainees learn about the actual work activities while doing their job tasks when they are having on the job training.

- **Lectures:** Lectures are another type of training methods. Lectures usually take place in the classrooms where the mentors provide the trainees with the knowledge in the form of lectures. The lectures can be delivered verbally or through an Internet i.e. Skype etc.

These are the types of different training methods which organizations usually follow. It is not necessary to follow only these types of training methods but these are the most widely used training methods all around the world. These methods are being followed at workplaces since long and thus employers give an extreme importance to these training methods.

2.8   Job Satisfaction

As per Tabvuma, et al., (2015) job satisfaction is a blend of an intellectual and cognitive sense of feeling towards his or her job. Satisfaction of job is considered as an important factor which incite the workers to work in a long-term position. In absence of job satisfaction, the firm or organization might confront the cost of recruitment which cause higher turnover rate of employees, for which the organization pay attention to job satisfaction of employees. The employees' turnover has become a very important challenge for all the companies in the world because it has been seen that workers are not satisfied with their jobs and thus their turnover rate is increasing day by day (Samuel & Chipunza, 2009). And it's becoming a hurdle for all the organizations where the turnover rate is very high. The effects on the turnover are severe because they result in unwanted factors which are never liked by the organizations. The following factors are described below in brief:

- **Instability:** The employee turnover increases the instability in the organization because the job position is left void if an employee leaves the organization and thus the routine tasks may get disturbed. The reason for this factor is that the

routine tasks get jumbled since the employee has left as there is no one to perform the task efficiently and effectively and thus mismanagement often takes place which is hazardous to the organization. Companies never want to have mismanaged job activities at the workplace and thus they try to avoid the employees' turnover and works hard to retain them at maximum costs since they are valuable (Hlanganipai, 2017).

- **Stress:** The stress among the employees increases if an employee leaves the organization. The reason is that the other employees have an extra burden of work on their shoulders and thus things might go awry and will make the employees stresses at the workplace which will further reduce his job satisfaction which is noxious. The employees might have to put extra working hours at the workplace and they might demand for the extra working hours' salary which the organization might not be willing to pay. And in this way things may become more complex than usual.

- **Additional Workload:** As it has been discussed above, the employee turnover brings additional workload and thus the mismanagement and mayhems take place which the organizations are never willing to welcome at the workplace. It is costly for the company as well because if the additional workload takes place, the organization will have to spend extra money which they might not be willing to do so. And if they do spend the money then their costs will increase and the company's profits will go down. So, a company tries to retain the employee after doing the cost benefit analysis (Samuel & Chipunza, 2009).

These are the reasons that why don't companies want employees' turnover. In the coming paragraphs, it will be discussed that why training is important to keep the employees satisfied. Training is inversely linked with the employees' turnover and if the employees are well trained, they will be satisfied with their work at the workplace and thus their turnover will decrease (P, 2000). The important of training is the highlighted task in the upcoming discussion as training plays a vital role in the development and retention of the employees. And this is the reason why companies are focusing on the job satisfaction.

What is job satisfaction? It is vital for the managers of the organizations to know that what actually job satisfaction is. And what are the different ways to increase the employees' satisfaction i.e. financial and non-financial terms. The famous explanation of job satisfaction is that what are the feelings of employees towards their job and which aspects of jobs do they like and from which factors employees refrain themselves to perform. This is the basic understanding of job satisfaction because it helps organizations search for the reasons that why will a certain employee leave the organization and why will he not (Schmidt S. W., 2004). These important ways help the organization save their costs in the long run which will also be discussed later in our discussion. Moreover, the extrinsic and intrinsic rewards have also been talked about in this discussion in order to have a better understanding of the different terms (Wick, 1993).

It is important to know that employees will never be satisfied with everything at the workplace. The reason is that it is human psyche if they are attracted at something, it doesn't mean that they will be attracted to or inspired by everything and thus managers have to know this dilemma. It is often seen that employees love to work with specific people and they try to avoid certain specific people because of their nature or the different certain conflicts and politics at the workplace. So, it is easy to say that employees are not satisfied with everything at the workplace but the organization needs to find out the factors which will keep the maximum employees satisfied at the workplace.

Furthermore, employees find certain elements at the workplace as important and certain factors as not important and thus they try not to indulge themselves at the factors which are not important and in short they try not to dissatisfy themselves. And this is the reason why the job satisfaction is probably the most important factor for all the organizations since it allows the companies to build their goodwill in the long run due to the reasons discussed later in this discussion (Melymuka, 2000).

How do businesses gain the competitive advantage? The factors could vary but the most applicable tool at the moment for the businesses is the employees' retention. The employees' retention process is widely used in almost all the organizations of the world

because no business can afford the employee turnover costs. The employees' retention helps businesses gain the competitive advantage in a sense that it will help the employees be satisfied with the organization and if they will be satisfied, their productivity will enhance. Thus, employees' retention is vital in today's business environments and that's why many businesses are investing on the employees to retain them at the workplace. (Forgacs, 2009).

Many studies and researches have indicated that there are different characteristics which usually affect the job satisfaction and hence the loyalty and the productivity of the employee. These characteristics have drastic effect on the job satisfaction of the employees in many different ways and thus organizations need to tackle these characteristics in a careful manner. The important characteristics which affect the job satisfaction are job, education, salary, job length etc. These are the several different reasons that why on the job training is important for the employees who lack job satisfaction because training is directly linked with job satisfaction since the organization invests in their employees in the form of training programs.

As it has been discussed above the terms job satisfaction and training, it is important to know the job training satisfaction which has been derived by Landy and Patrick in 1985 and 2000 respectively. The job training satisfaction means the satisfaction which the employees receive after going through the training programs. The next paragraphs will explain that why training is important and what are the benefits an organization gets when it has a competent and a satisfied workforce. And we will also talk about that how training makes an employee satisfied and the difference between the satisfied and a dissatisfied employee. So let us explain the path which will help the organizations improve the customer services management.

2.9   Job Satisfaction Motivators

There are several job satisfaction motivators which need to be discussed before the conversation moves to the next phase. These motivators are described below:

- **Salary:** Salary is probably the biggest job satisfaction motivator because no one dislikes money. It has been seen that almost all the employees are satisfied when

they are paid well. Money solves a lot of problems and thus employees give huge importance to money. Moreover, the amount of workload is often compared with the money being given to the employee i.e. salary and thus employees always negotiate on the salaries when they are first hired by the company.

- **Recognition:** Some employees do not need financial motivation but they need verbal motivation in the form of recognition. Employers often give recognition to employees and thus they are satisfied at the workplace. Recognition is very important to some employees because they want to be praised all the time and thus they wish for recognition at the workplace. Furthermore, recognition increases the morale of the employee and he strives hard to perform better in the organization. This is the reason many employers give recognition to employees even on small achievements because they know it boosts their morale.

- **Growth:** Growth is necessary in an organization because employees might not prefer a company because if it does not provide them with growth opportunities. Growth is important because everyone wants to achieve growth in their careers. Growth is a motivational factor and thus employees love those organizations where there are growth opportunities and thus they value the workplace. Researches have shown that employees are more satisfied at the workplace which has the growth opportunities than at the workplace which has limited or no growth opportunities. And this is the reason it is a huge motivational factor for the employees.

- **Job Security:** Job security is another motivational factor for the employees. Employees are satisfied when they know their future at the workplace is secured and thus their motivation automatically increases and so is their productivity. Job security is the reason employees might compromise on the salary because they are getting the job security on the other hand.

These are the job satisfaction motivators. It does not mean that organizations are limited to only these four job satisfaction motivators but these are the widely seen and noticed motivations at the workplace which many employees have often preferred.

2.10   Relationship of Job Satisfaction to Organizational Performance

The career development choices made for the employees for an organization are probably the hardest decisions an organization ever makes. The difference between employee development and career development is very important because there are times when the organizations do not recognize the difference between these two terms and thus things go wrong at times. The employee development process is the process in which employees undergo an extensive procedure where they receive certain trainings and other skills which help refine and polish their innate skills and help them perform the daily routine tasks on a better level. The employee development process basically allows the employees to enhance their skills and learn new things in order to efficiently do their jobs. On the other hand, career development in the phase where the employees are provided with the lengthy training programs in order to build their career which is based on the skills which these employees have not yet searched. And it process makes them ready for their future jobs because the organization learns that employees will not stay with one company for long. And thus their job descriptions will change in future so they build their careers (Watkin, 1991).

The organizations often have to make their decisions regarding the training and development of the employees in order to keep them satisfied. Many different authors have talked about different training methods which will be discussed later in this discussion. Moreover, organizations know that they have to spend large amount of money on the development and training programs so they have to carefully make their choices on a correct scale (Violino, 2001).

The hotel industry has seen severe turnouts and thus it is imperative for the employers of the hotel industry to closely relate the issues with the turnover rates and to solve it in an immaculate manner. For this reason, researchers say that trainings are the most vital and widely used tool in order to stop the turnover rate because trainings provide satisfaction to the employees and they feel motivated towards the organization and their work (Chow, 2007). The companies need to find the best possible methods of the training programs which will work accordingly with the employees and their problems. It is usually seen that when the ineffective training programs are launched, the company

faces a high cost in the long run because of the hazardous effects brought with the inappropriate training program. Another important reason to implement the training programs is that it helps company save the money than it has to spend so overall the cost benefit analysis approach is used where the benefits exceed the costs and thus these training programs are designed for the employees.

Furthermore, it is believed that those employees who are not satisfied with their jobs or the workplaces often cause ill behavior at work and this many different issues and problems arise at the workplace (Choi, 2010). And these issues damage the environment of the workplace which the company cannot afford to have. For this reason, the training programs are launched so that employees can get a proper understanding of the workplace and their daily tasks. Some of the different training programs used by the organizations are: on the job training, brainstorming sessions, online lectures, psychological tests etc. All these methods are highly popular but on the job training method is the most famous method in the world which many different organizations follow it. It allows the employee to be trained at the actual workplace while doing the actual tasks. In this way he nurtures and learns the different complexities and the nature of the work which help in a long run. The reason for the success of on the job training is that companies put extra efforts on 'on the job' training program and thus employees get satisfied which boost their morale. Furthermore, training also helps organizations achieve their targets i.e. productivity, revenues etc. as it has been explained above. The discussion defines that training is not the only way to increase the employees' satisfaction but it is one of the most important elements which helps achieve the employees' satisfaction in numerous ways. And this is the reason organizations have been putting a lot of emphasis on the training programs worldwide because they have realized the important of training.

Moreover, employees also prefer those organizations which allow them a chance for extensive training programs especially those training programs which are on the job and which are held outside the home country. In short, the training programs help builds the organization and thus it increases their goodwill. The customers' management process also gets strengthened and thus their loyalty increases which is a very big plus point for the organization (McColl-Kennedy, 1997).

2.11 Relationship of Training and Job Satisfaction

There are many different constructs and views built on the job amalgamation of job satisfaction and training and thus they are important to discuss. As we know that training and job satisfaction go parallel so it is important to search for the reasons that why trainings are needed and why they are not. And these reasons and researches will be discussed in the coming paragraphs. Job training satisfaction evaluates the training the employees have gone though and then it measures their satisfaction which they have received from the training. It is important to keep in mind that job training is a formal program planned in advance and thus it is not a small activity of few hours but it is extensive and lengthy. The evaluation cannot be done within minute or in small steps but a formal and preplanned procedure has to be followed to evaluate the employees after the training sessions (Egan, 2004). The post training tests are devised to see if the employees have learnt from the training or not. There are psychological tests as well in order to determine the employee's satisfaction from the training he/she has received (Schmidt S. W., 2007).

There are many different paths to improve the customer care and services but as we discussed above, training has been considered as one of the most important paths to the customer relationship process. Moreover, training also plays a vital role in the job performance, the employees' satisfaction and decreases the turnover rate. It has been seen that when employees are trained on different scales and levels, their job satisfaction often increases and thus their morale goes up which enhances their productivity rate (Wesley, 1999). Furthermore, there is a direct relationship between employees' retention rate and satisfaction level and thus employees' training plays a huge role in this regard. Many different fields and disciplines related to management have developed a strong positive correlation between training, development and employees' satisfaction. And thus training has been considered an art towards achieving higher targets of an organization i.e. higher performance and higher customer relationship management.

Researchers have found out that training of employees often leads to reduction in their anxiety and self-esteem and thus employees feel a welcoming situation (Hallowell, 1994). This happens because most training programs are time consuming and costly to

an organization and thus an employee gets amused because the organization is investing a handsome amount for this betterment and thus expectations from the organization rise. And as a result, his retention rate increases which leads to his higher performance and an increase in production is usually seen and thus his satisfaction increases. Many different organizations are now focusing on the different training programs since they have realized the importance of training and its close link with job satisfaction (Tanke, 1990). As it has been known that employees are greatest assets of an organization and thus an organization is nothing without its employees. Keeping this thing in mind, organizations strive hard to keep their employees happy and satisfied and sometimes these perks are provided in monetary terms and sometimes they are provided on non-monetary terms. And thus training is a non-monetary tool implemented by the organization in order to develop their employees i.e. career development.

In this way, the employees feel satisfied from the organization and their loyalty towards the workplace increases and it is a human psyche that if loyalty is there, human will put more effort. And this phenomenon directly applies here (Lovelock, 1989).

Training programs are of different qualities and length and thus companies are now focusing to improve the training programs in order to achieve high goals i.e. employees' satisfaction. High quality training programs means that employees will have many more opportunities to learn and thus they will have a higher probability of satisfaction than those who are given the poor quality training programs. The basic question and the most important one is that organizations and usually hotels always want to know that what are the key requirements of their employees and thus they design the training tools according to their wants and wishes. This is very important because if the employees are given training based on a wrong agenda, it will decrease their job satisfaction and thus things might go awry (Baker, 2000).

The training programs are always updated and improved since the trends in the business world change and so do the training programs. They (training programs) become obsolete after a certain specific period of time because of many different reasons i.e. employees wishes, organizations rule, technology etc. It is important for the organization to remain updated regarding the latest trends. Many different researches have carried out

their researches in order to find the relationship between training and quality and they have given their verdict that training often results in higher skills and expectations of the employees from their organization and thus as a result things change (Taylor, 1994). Moreover, training is also considered a tool or a service which is usually provided by the organization to its internal customers and here the internal customers are employees. Training programs serve the employees and thus it is regarded as a service since the services serve the customers so the customers are employees here in this reference. And that's why training is very important to an organization because of the reasons mentioned above and thus organizations need to focus on the higher quality training programs in order to improve the employees' satisfaction and productivity. But the most important thing is the characteristics.

2.12   Turkish Construction Industry

The research on the Turkish workers was carried out in order to check their job satisfaction while taking into account the different factors and characteristics which usually affect the job satisfaction. The results indicated that all the characteristics and factors are very hard to be calculated and thus the researches should take into account a small number of factors. One of the most important findings from the Turkish workers' research study was that the organizations needed to focus comprehensively on those workers who are getting lay salaries because their job satisfaction is very important to the organization. It has often been seen that many low scale workers are not satisfied with their jobs and thus their productivity gets affected and it is valuable if the organization pays a concrete attention to their wants and desires. This is important because the financial crises often lead to dissatisfaction at work places and thus employees feel less motivated. And organizations usually find a solution to this problem in the form of different training programs. Training programs play a significant role in the job satisfaction and thus employees get motivated when they are given extensive on the job trainings in order to fulfill their desires and wishes.

The study showed that workers who have less salaries have a bigger family than those who have higher salaries and when the number of dependents rises, the dissatisfaction from the job increases because the worker is unable to support his large family and thus

his loyalty diminishes. As a result, the productivity goes down since the worker does not feel committed to the organization. Furthermore, the Turkish research explained that job enrichment is also important because employees need freedom at workplace and thus their satisfaction increases from their job and employers when they have more say in their routine tasks. The tasks should not be monotonous.

The employee gets tired if his tasks and priorities at work do not change for long and thus he feels dissatisfied. The extrinsic and intrinsic awards are also important for the satisfaction of the employees at workplace because there are times when employees do not want financial rewards in order to be motivated and satisfied and thus organizations should go for non-financial rewards i.e. motivation, encouragement, morale etc. These intrinsic rewards are often very vital and they increase the employees' satisfaction and thus companies often try to provide their employees with the intrinsic rewards. Furthermore, job experience is also important for the employees' satisfaction.

Researchers have explained that employees who have extensive job experience are tend to be more satisfied since they have more knowledge and skills. As mentioned earlier, training programs provide the employees with extra skills and knowledge which play a key role in the job satisfaction and thus the same phenomenon applies here because the job experience means more knowledge and skills. And thus a greater job experience will lead towards higher satisfaction level of the employees as explained in the first paragraph as well. Moreover, these factors are important for the organization because employees are the greatest assets and thus these factors and characteristics can be dealt with the perfect high quality training programs.

It has been seen trainings programs have sorted out many important problems and issues most of the times but the important thing is that organizations should devise the right kind and type of training programs for their employees. And if the organizations implement unrelated training programs, the results might be very destructive and thus it is crucial to identify the needs first (Reyhan, 2010**).**

2.13   Summary

Turkish construction industry mainly relies on human labor. It is important for organizations to consider and address issues related to job satisfaction and organizational commitment. Although ample literature is available on the subject of on-job training opportunities for employees and its impact on overall job satisfaction, but very less literature can be found on relationship of these variables in terms of construction industry and more specifically in the case of Turkish construction industry. The main purpose of this research study is to examine the relationship between these variables in the case of Turkish construction industry.

3. CONCEPTUAL FRAMEWORK AND HYPOTHESIS BUILDING

3.1 Introduction

The purpose of this research is to analyse the impact of employee training on employee satisfaction in the case if Turkish construction industry.

3.2 Conceptual Framework and Hypothesis

Due to the advent of globalization world is rapidly changing, business sector becomes and getting more and more challenging and competitive. The need for employees, on top of their job has been increased. Change is being considered as core requirement of the time. Techniques and methods of doing work are changing inducing the need for development of employees. The primary objective of any organization is to develop procedures of business through better knowledge which encourages improved business performance. The foremost objective for any business is to develop a foundation for having dedicated and motivated employee base which results in improved performance of the business and individuals.

Training considered as a basis for knowledge. According to Armstrong (2009), employee growth and knowledge are considered as essential factors in formulating a feel of determination and development that eventually brings organizational commitment. Training has positive impact on organizational productivity, which effects level of employee and customer satisfaction greatly and impacts the overall brand value in a significant way, Choo and Bowley (2007). According to research of Michael and combs (2008), training can reduce likelihood of failure as it effect organizational performance, increases the skill-set in terms of having more skilled employees and it also aids in developing increased level of capability. Armstrong (2006) stated that employee training assists in developing a constructive culture for learning which proves to be conducive in employee training and to develop, however it also provides backing for learning practices that are self-managed, such as mentoring and coaching.

Similarly, Truelove (2006) concluded that learning is either an outcome of training or real life experience, while learning is termed as "elusive phenomenon" and drew upon

learning from different fields whereas training was identified as one of those fields which are very formal, step wise process, systematic, which is defined as a systematic acquisition of skills, concepts, attitudes or rules which result in improved performance in another environment, as outlined by Sadler-Smith (2006).
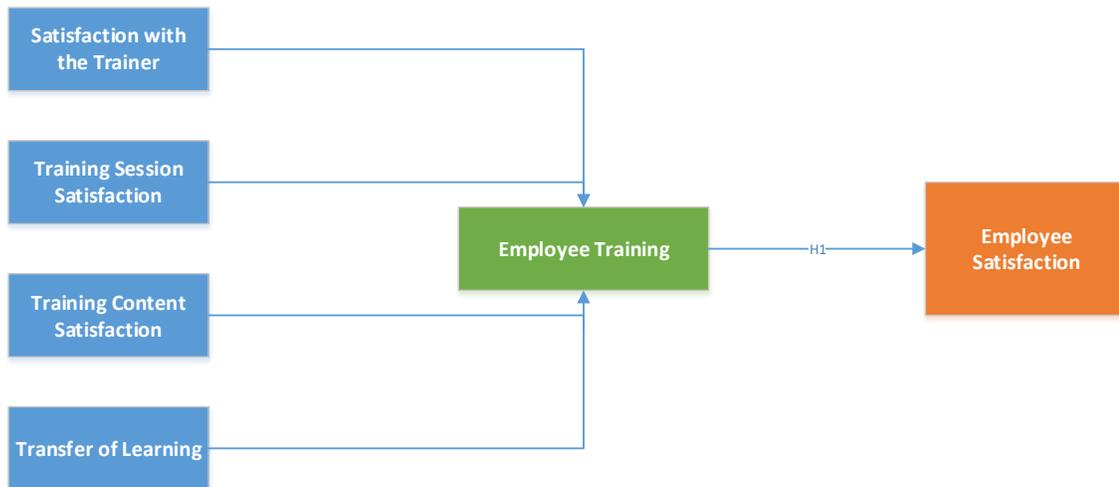
Figure 3.1:   Conceptual Framework of the Study

Based on the conceptual framework of the study, this study attempted to test the following research hypotheses:

H$_1$:   There is a positive relationship between job related training and the employees' job satisfaction.

4. RESEARCH DESIGN AND METHODOLOGY

Designing an efficient research methodology has been considered as heart and soul of the research process. This chapter describes the fundamental elements of the research design which have to be catered while working on systematic research project. The descriptions have been made and then the justifications for each choice made have been provided.

4.1 Research Philosophy

The positivism method to the shared world in shared studies is consistent, but not alike, to how the consistent criticisms method the physical world, i.e. connecting mostly sensible logic with applied and largely measurable procedures in order to pursue generally applying consistencies, whereas realism approves only the attendance of a communal world bordering to the detective which can be altered through the sense and research, while Interpretivism is involved to signify an original to the positivist tenet as stated by Berg (2012). Positivism theory is used to study social matters and phenomena in the same way that researchers study non-living things and non-humans. Realism is used when there is a reality quite independent of the mind. Realism is contrasting to idealism. According to Crossan 92003) interpretivism is used upon the view that investigation tactic is obligatory that salutations the alterations between people and social individuals and the objects of the natural disciplines. The positivist research philosophy has been selected for this research because the conclusion is made based on the logical analysis of the impact of employee training on employee satisfaction in Turkish construction industry.

4.2 Research Approach

The 2 most commonly used research approaches include deductive and inductive approaches. Inductive approach is anxious with group of new theory emerging from the data while deductive method characteristically instigates with a hypothesis. To progress and examine a proposition, on the basis of current study, deductive study technique should be practiced as its setup arrays from wide band to more obvious or particular

method, whereas, inductive research embraces the examination for arrangement from reflection and the development of descriptions concepts for those arrangements through series of conventions (Gunderson, 2000). In this study, no new theories were developed, but the analysis was made for the existing theories in the context of social media adoption tool by travel agencies. The conceptual framework has completely been derived from the existing theories and the same has been tested through surveying construction companies operating in Turkey.

4.3   Research Strategy

Generally, there are two types of strategies; these are survey and case study. Case study research strategy is used to analyse specific past proceedings or individuals as a structure to understand standard cases that are of an all-inclusive nature. It authorizes the researchers to examine and understand multifaceted arbitrations, sets, programs, and links and so on and support in the de-construction and regeneration of diverse occurrences as stated by Yin (2013). On the other hand, survey strategy is the collection of evidence with the help of analysis of the mechanisms of a public. As stated by Marsden. et al., (2010) it is executed when the population is really expensive or there is time and cost controls. This research is established on getting the questionnaire answers from construction companies and then analysing the influence of employee training on employee satisfaction.

4.4   Research Design

When it comes to the design or purpose of research, the researchers have 4 choices to opt from: exploratory, explanatory, analytical and descriptive. In a theoretical or academic analysis, exploratory design of study known as early studies from where a research finds out an actual concept regarding the study. Explanatory study is delineated as an attempt to bond thoughts to diagnose root-cause and significance of any study. According to Hyde (2000) the main practice of explanatory research is to classify any central connotations between the aims or variables that relate to the research problem.

On the other hand, descriptive study is regarding evaluating indication about a specific situation that occurs, without perceiving minutiae or predispositions within the situation.

It aim is to elect an exact problem state or an incidence, doesn't provide any objective as why, how, when and by whom a particular event happened, means doesn't thoughtful any truths or answers while, logical study responses questions why, how, when and by whom the event ascended. As stated by Scheaffer (2006) it brings suitable reason as it takes indication that has been collected and looks at what it shows such as tendencies.

In this research, the suitable research design selected is explanatory design as the responses of construction companies were collected and assessed for analysing the impact of employee training on employee satisfaction.

4.5   Sampling Technique

In research studies, the intended target segment of the population is defined with the help of suitable sampling technique. In practice, two kinds of sampling techniques are used in survey studies; these are probability and non-probability sampling techniques. Every associate of the populaces has a known non-zero likelihood of being chosen in the case of probability sampling, while there is an impression that there is an equal scattering of features in the populace, in the case of non-probability sampling technique (Barreiro & Albandoz, 2001). According to Abrams (2010) convenience sampling technique is set of methods in which respondents are selected by convenience due to their vicinity, obtainability, and convenience or other way that researcher decides. It is a fast and easy technique to use though outcomes rarely are characteristic of the populace as stated by (Meyer & Wilson, 2009).

For the purpose of this research, convenience sampling method has been used to select the target respondents. It is a kind of sampling which falls in the domain of non-probability, where respondents are targets only because they are "convenient" sources of data for researchers.

Moreover, for this study, minimum of 4 construction companies operating in Turkey were targeted to collect. The target sample size was employees working in the construction companies. The survey questionnaire was shared with 150+ respondents in order to get reasonable responses that could be used for data analysis.

For this study, a target sample size of 100 is applied for the research because according to the research of Niles (2006), is a research sample is between 100 to 200, the error margin comes down to 14.1% or sometimes less than that. A perfect approximation of the error margin is provided by 1/√N, where N is the number of participants of sample size. To be more precise, the formula $z * \sqrt{\frac{p(1-p)}{n}}$ can be used. But in this case 1/√N can work well. As shown in Graph below, as Sample size increase, the margin of error decreases. For the research conducted, 14.1% estimate for the margin of error was decided as a decent estimate and the sample size was chosen accordingly. As can be seen in the graph, the sample size turns out to be 100 or above (N).
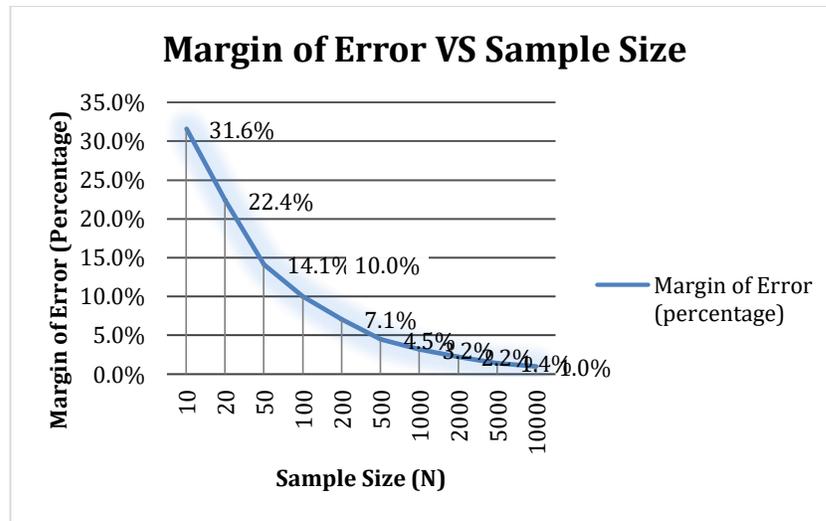
Figure 4.1:   Margin of Error vs Sample Size

Source: (Niles, 2006)

4.6   Data Collection

A data for this research has been collected from different organizations which are situated in different geographical locations. The respondents of the questionnaire are diverse in form of sector and industry, in terms of location and size. Also, the respondents belongs to different ranks. The assumptions are in line with the main idea of a research which focuses on diversity of workforce in an organization. We intended to contact persons from different ranks in organization to obtain useless and diverse data as the opinions or views about an organization of an employee will be different from then

of a manager. That is why we obtained some questionnaires or data from the higher rank personnel like departmental heads. Senior manager, owners and some from the lower ranks like workers, employees, officers and junior managers.

Most of the questionnaires were sent to the organizations which belong to the construction sectors which is based in Turkey. Some questionnaires are also collected from the construction sector of Dubai. The descriptive analysis and percentage of respondent has been described in next chapter. The reason for selecting large number of construction organization in the sample is that these organizations can understand English language and they are considered as most divers as they employee teachers from different countries, hence nourish workforce diversity. All these organization are profitable in every phase of economic cycle as construction institutes are normally unaffected by the economic downturn or recession.

Out of 150 questionnaires which were send in different organizations, the data was collected by 100 employees, out of which 99 questionnaires were filled correctly and completely. So 66% of questionnaires are used to analyze the research which is considered as sufficient according to the study conducted by Michael Ba Banutu (Michael Ba Banutu & Gomez William G. Rohrer , n.d.). Although this method of collecting data is considered as quick method of collecting data but it took almost 30 to 45 days to collect data. Many organizations were slower to respond. Many respondents did not reveal their sensitive as private organizations do not allow to share their information and data publically.

The data was collected from the employees of construction industry operating in Turkey. The quantitative data was gathered using the structured questionnaire. The questionnaires have been attached in the Appendix A. The closed ended survey form was administered over the employees working at construction companies operating in Turkey. The closed ended questionnaire comprised of 24 quick questions and provided the research participants with 5 options to select from (1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree). This questionnaire was justifiably used for the survey from construction companies because they were large in number and it was not possible to take their detailed comments. It was found to be a better idea to

take their comprehensive responses for the questions which were directly mapped on the research objectives.

The data was collected from four (4) companies. These are:

1. Yapı Merkezi: Yapı Merkezi was established in 1965 in order to produce modern construction projects that will serve to create happiness for the people. Yapı Merkezi performs universal-sized projects; By managing the risks well, it always reaches its goal of completing its products and services in the quality, time and projected budget ("Yapı Merkezi", 2019).

2. Cheers Exhibition Services: The company of Turkish origin is based in Dubai, has over a decade of experience in the design, build and delivery of innovative and unique exhibition stands, promotional kiosks and display stands. With more than 12 years of regional and international experience and with a talented in-house team of production experts, company have built an industry-wide reputation for delivering creative, high-quality exhibition stands ("About Us | Cheers Exhibitions", 2019).

3. Sothis Mimarlik: Since 1995, Sothis Architecture has been designing and implementing exhibition stand design, office, showroom, interior decoration, construction services, home decoration and dealer renewal services for many companies which are branded in their fields both in Turkey and abroad ("Hakkimizda | Sothis Mimarlik", 2019).

4. Morex Exhibition Stands: As Morex Stand since 2003, company have been constructing stands to exhibitors in Turkey, Russia and Azerbaijan, European Union Countries, USA, Canada, China, Kazakhstan, U.A.E, Iran, Iraq, Saudi Arabia, Morocco and Algeria. Morex gives multiple services with its professional designers and qualified employees who have exhibition experience ("About Morex Stand", 2019).

Information related to number of employees working in these four companies is provided in Appendix B.

4.7   Data Analysis

A large number of methods are available for the data analysis. The major point based on which the data analysis technique is chosen is whether the data is quantitative or qualitative. The collected data was then entered into SPSS for further analysis, in order to authenticate the research model and for assessing the impact independent variables on dependant variable. IBM SPSS version 20 was used for the purpose of data analysis. Frequency distribution analysis, descriptive statistics and correlations were conducted on the collected data.

4.8   Ethical Considerations

Confidentiality of client's data and its protection was considered completely as ethical responsibility of the researchers involved in the research process (Denise & Hungler, 2001). As, the present research is a collection and analysis of employee training on employee satisfaction, the need of real life data held paramount importance. Ethics played its vital role in research as it served as a source of comfortability for the construction industry respondents to speak their heart-out, and assisted the researcher to provide the real life time data to draw actual conclusions. Before carrying out this research, a necessary approval was taken from ethics committee at Istanbul Aydin University in order to collect data from human participants.

Moreover, all the research participants who were involved in the data collection process were completely explained the aims and objectives of the present research. They were also informed about anonymity and confidentiality strategies. The data was stored at the secured locations, and was not shared by any third party. To further maintain the ethical principles of research, the collected data was destroyed immediately after the data analysis stage was over.

4.9   Limitations of Research

The results of this study can be termed as restricted or inadequate due to its restricted size of sample and survey sites where the survey was actually carried out. Though, the choice of respondents with the help of probability technique of sampling rather than

non-probability method would assist in simplifying the findings of the study onto the complete stakeholders of the Turkish construction industry.

5.   FINDINGS AND DISCUSSION

5.1   Introduction

This section of the research concentrated on the explanation of the outcomes acquired from the study participants and various tests are applied for the description of the data obtained from the participants.

There are many different methods of data collection and accumulation such as personal interviews, individual messages, surveys, emails, online surveys and also different mixes of the above. We have selected method of electronic questionnaire for this research study in which questionnaire will be sent to the organization by email.

As every method of data collection strategy has diverse shortcoming and qualities. The advantage of using electronic questionnaire is that it is convenient and cost effective method for the collection of data. Moreover, it also gives the respondent the liberty to fill questionnaire according to their convenience. According to Kevin, the most convenient and reliable options for the collection of qualitative data are personal interviews and questionnaire (Wright, 2005). Method of personal interview for collection of data is possible only if size of sample is small such as 5 to 20 respondents. Many organizations have moved on the web and they provide researchers to access variety of information. The benefit of collecting data through a questionnaire, as compared to personal interviews, is that it uses the ability of internet to reach the organization, individuals and groups which will be difficult to reach through other methods of data collections. Another important advantage of this method is that it saves time for the researchers. Through this method large number of respondents can be accessed in very short interval of time. Last but not the least advantage of the electronic questionnaire is the cost. It is very cost effective. Therefore, this method of data collection has been selected for this research.

To fulfil the purpose of this research study, the questionnaire was obtained from the previous research study of Khawaja and Shaheen (2013) and it was distributed to employees who are working in different construction companies operating in Turkey.

Total 150 survey forms were distributed among the respondents of different organization and out of 150, 100 forms were retained for data analysis. The respondent rate was found to be 0.85%. The questionnaire has been divided into two segments. The first part of the questionnaire is related to demographic profile and other general information of the respondent and other is comprised of various questions covering each variable of the research. The convenience method of sample was used for obtaining statistical sample due to lack of access to the whole statistical society.

5.2 Data Description

As it has been discussed earlier, that main focus of researcher was to include data from respondent who belongs to different geographical backgrounds and diverse sectors. Before analyzing data for the testing of hypothesis, which is considered as the main purpose of this study, a descriptive analysis, more formally known as data statistics in researches community was carried out to find out the properties of data. Descriptive analysis is carried out to identify properties of the data. Moreover, descriptive analysis is carried out to identify properties of the data and control for the variables if there are patterns or biases. To carry out this research study, a total of 150 sets of the questionnaire was conveyed to the target respondents and total 99 sets of completed questionnaire was collected from the respondents which can be used for the process of data collection and data analysis.

5.3 Demographics

SHARE OF RESPONDENTS BY COUNTRY

Dubai, 33.3%

Türkiye, 66.7%
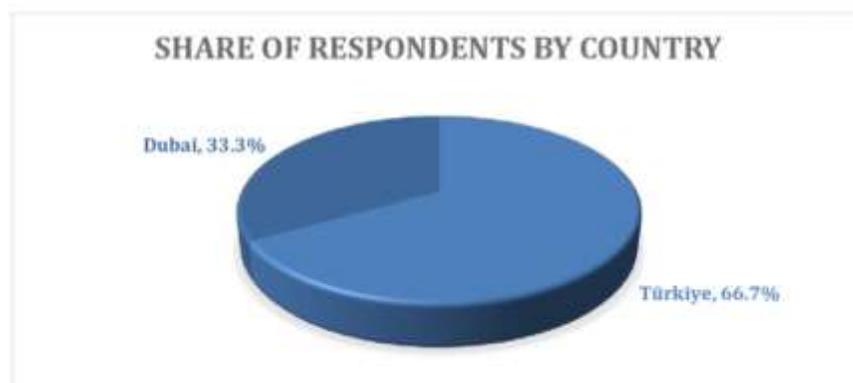
Figure 5.1   Distribution of respondents by country

The above figure indicate the distribution of the respondents or the firms by the location as it have been mentioned that the assumptions that we attempted to employ diverse data in our analysis so we have focused to get responses from as many countries as possible. However, most of the data has been collected from Dubai and Turkey.

The main share of respondents comes from Turkey that is 66.67%, followed by Dubai 33.3%. One main reason for high number of respondents from Turkey is that the English language has been widely used in organizations in Turkey and that is why it was easier for the respondents to understand the questionnaires.

The second larger share of respondent belongs to Dubai, although the number of questionnaires distributed in Dubai was less as compared to Turkey but due to less time many questionnaires were incorrectly filled and it can't be included in sample data for analyses so the number of respondents are less from Dubai. The following figure indicates the distribution of organizations by their company.
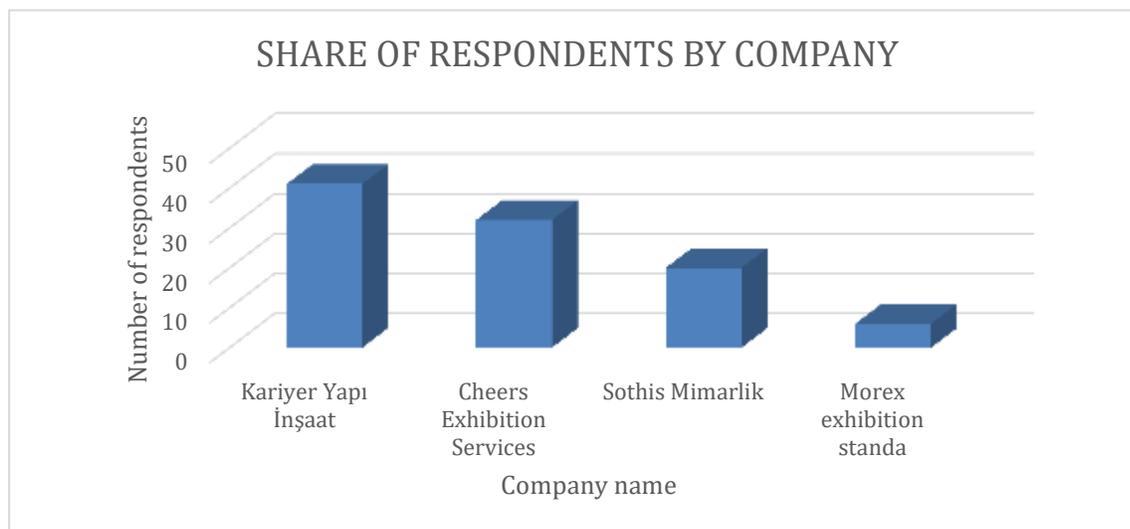
Figure 5.2:   Distribution of respondents by Company

The share of respondents working for Kariyer Yapı İnşaat (Yapı Merkezi) is 41.4 % (41 respondents), Cheers Exhibition Services 32.3% (32 respondents), Sothis Mimarlik 20.2% and 6.1% (6 respondents). The questionnaire was distributed to the employees of above mentioned four companies based on estimated total workforce of the companies. Yapı, being in the construction industry for 50 years, is amongst the largest construction company in the region. Cheers Exhibition Services is a company established in Dubai,

UAE. The company is being managed by Turkish management and contacts in the company enabled the researcher to have data collected from some respondents working in the company. The particular property of sample data is also consistent with the assumption that the most diverse workforce is found in a construction sector, as workers are employees in the sector based on their skills and not on their cultural background and ethnic (Forbes, 2012). In Turkey, most of the respondents are the organizations and institutes engaged in the construction industry as the country is in booming phase and investing heavy funds in development and infrastructure related projects. It was also discovered that a number of employees working for an organization in IT and construction industry is smaller as compared to the number of employees working in oil and gas organization and tourism industry. The analysis regarding the Distribution of respondent by year of experience in construction industry.is discussed in Figure 5.3.

DISTRIBUTION OF RESPONDENTS BY YEAR OF EXPERIENCE

31% 33% 36%

■ 1-3 years ■ 4 - 6 years ■ Above 7 years
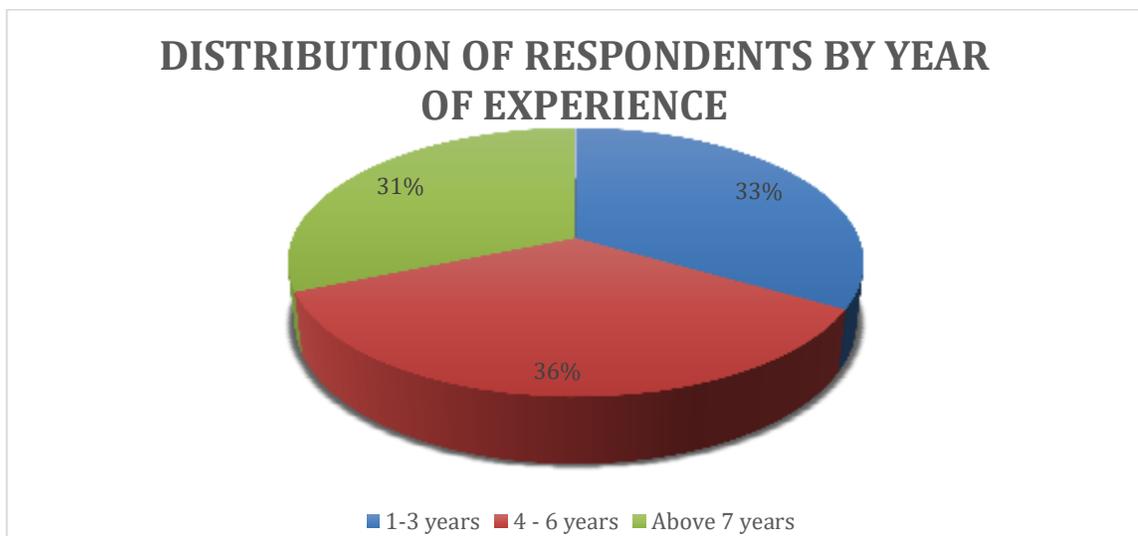
Figure 5.3:   Distribution of respondents by year of experience

Classification of the participating organization and respondents on the basis of employees was done according to the organizational classification framework provided in an organizational size and the structural list perspective. According to the research study of Kimberly (1976), the organizations in different sizes based on the number of We could only receive the data regarding the number of employees who are working in an organization as most of the organizations were reluctant to share data regarding the Return on Assets (ROA), Market share, Profit margin and Revenue. Researcher

decided to classify the organizations on the basis of number of employees. According to framework of research of Kimberly's, any organization in which experience of employs is less than 4 years is considered as a new organization, any organization which employees between 4 years of experience is regarded as a new organization, an organization that employs between 4 to 7 years experienced workers is classified as a Mid-sized organization, whereas the Large-size organizations employ workers with the experience of more than 7 years. Our sample consisted evenly between newly established construction companies, mid-size organization and large-size organization. As much as 31%, 36% and 34% of the share of respondents were from a new organization, mid-size organization and large-size organization respectively.

As respondents were hesitate to share the exact data regarding the number of foreign employees or the number of female workers in an organization. That is the reason we could not establish the exact percentage of foreign workers and female workers in these construction companies. We small percentage of respondents provided this information that on average 15-30% of the total percentage of employees are foreign employees who belongs to different countries and different cultures. It has also been discovered that number of female workers working in construction sector is very less as compared to man. This is consistent with the established literature which says organizations prefer male workers in the construction industry as it requires blue-collar and skilled labor tasks. However, in recent times a significant number of females have taken roles of engineers and interior designers in the construction industry. The ratio of female to male workers is higher in Turkey as compared to Dubai. It was also concluded that ratio of foreign workers was higher in construction, IT and tourism industry as compared to other sectors.

5.4   Survey Questions

Table 5.1:   The training objectives were accurately conveyed

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	3.0	3.0	3.0
	Disagree	4	4.0	4.0	7.1
	Neutral	8	8.0	8.1	15.2
	Agree	42	42.0	42.4	57.6
	Strongly Agree	42	42.0	42.4	100.0
	Total	99	99.0	100.0	
Missing	System	1	1.0		
Total		100	100.0		

In the above-mentioned question, it can be seen that the more than 84% of respondent agree that the training objectives were accurately conveyed.

Table 5.2: The training objectives were properly accomplished

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	3.0	3.0	3.0
	Disagree	6	6.0	6.1	9.1
	Neutral	7	7.0	7.1	16.2
	Agree	29	29.0	29.3	45.5
	Strongly Agree	54	54.0	54.5	100.0
	Total	99	99.0	100.0	
Missing	System	1	1.0		
Total		100	100.0		

In the aforementioned table, it is clear that majority of people strongly the training objectives were properly accomplished by construction companies.

Table 5.3: I was told that "How Would I benefit from this training Program"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	3.0	3.0	3.0
	Disagree	5	5.0	5.1	8.1
	Neutral	9	9.0	9.1	17.2
	Agree	40	40.0	40.4	57.6
	Strongly Agree	42	42.0	42.4	100.0
	Total	99	99.0	100.0	
Missing	System	1	1.0		
Total		100	100.0		

More than 42% respondents strongly agree that they were made aware of the pros and benefits of the training provided to them. We believe it is essential to brief employees about the benefits of training to them, as it will not only develop their interest but decrease the employee absenteeism which is very common during the training period.

Table 5.4: Having told that "How Would I benefit from this training Program" helped me gain commitment to the training program

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	3.0	3.0	3.0
	Disagree	6	6.0	6.1	9.1
	Neutral	7	7.0	7.1	16.2
	Agree	29	29.0	29.3	45.5
	Strongly Agree	54	54.0	54.5	100.0
	Total	99	99.0	100.0	
Missing	System	1	1.0		
Total		100	100.0		

Question 4 is linked with the previous question, In the aforementioned table, it is clear that majority of people strongly agree that after being briefed about the benefits of training provided to them, they showed a higher level of commitment to the training programs provided by the construction company.

Table 5.5: I was provided with adequate resources to implement the learning from a training session

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	3.0	3.0	3.0
	Disagree	6	6.0	6.1	9.1
	Neutral	7	7.0	7.1	16.2
	Agree	29	29.0	29.3	45.5
	Strongly Agree	54	54.0	54.5	100.0
	Total	99	99.0	100.0	
Missing	System	1	1.0		
Total		100	100.0		

In the aforementioned table, it is clear that 54% of respondents agree that they were provided with adequate resources to implement the learning from training sessions into their job responsibilities.

Table 5.6:   A training session has increased my understanding of the subject/business

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	3.0	3.0	3.0
	Disagree	4	4.0	4.0	7.1
	Neutral	8	8.0	8.1	15.2
	Agree	42	42.0	42.4	57.6
	Strongly Agree	42	42.0	42.4	100.0
	Total	99	99.0	100.0	
Missing	System	1	1.0		
Total		100	100.0		

Questionnaire result of 84% of respondent lied between agreed to strongly agree that Training session has increased employees' understanding of the line of business the organization is engaged in.

Table 5.7:   Training contents were relevant to the job I perform

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	3.0	3.0	3.0
	Disagree	4	4.0	4.0	7.1
	Neutral	8	8.0	8.1	15.2
	Agree	41	41.0	41.4	56.6
	Strongly Agree	43	43.0	43.4	100.0
	Total	99	99.0	100.0	
Missing	System	1	1.0		
Total		100	100.0		

To question number 7, more than 43% of the respondents to the questionnaire strongly agreed that the training contents/material that was provided to them during training sessions was in one way or the other relevant to the jobs that the employees perform.

Table 5.8:   Skills acquired through Training were helpful to me in carrying out my duties

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	3.0	3.0	3.0
	Disagree	4	4.0	4.0	7.1
	Neutral	8	8.0	8.1	15.2
	Agree	42	42.0	42.4	57.6
	Strongly Agree	42	42.0	42.4	100.0
	Total	99	99.0	100.0	
Missing	System	1	1.0		
Total		100	100.0		

Majority of respondent as much as 84% responded between agreed to strongly agree to the question that their Skills acquired through Training were helpful to them in carrying out their specified duties at construction companies.

Table 5.9: Training added value by providing an opportunity to develop skills and knowledge

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	3.0	3.0	3.0
	Disagree	4	4.0	4.0	7.1
	Neutral	8	8.0	8.1	15.2
	Agree	41	41.0	41.4	56.6
	Strongly Agree	43	43.0	43.4	100.0
	Total	99	99.0	100.0	
Missing	System	1	1.0		
Total		100	100.0		

43% of the 99 respondent strongly agreed to the question in the questionnaire, that the Training added value by providing an opportunity to develop skills and knowledge, hence organization must seriously set aside time and budget for such training programs to develop skills and knowledge of its employees that are the core assets of the company.

Table 5.10: Management supported me in transferring training to work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	3.0	3.0	3.0
	Disagree	6	6.0	6.1	9.1
	Neutral	7	7.0	7.1	16.2
	Agree	29	29.0	29.3	45.5
	Strongly Agree	54	54.0	54.5	100.0
	Total	99	99.0	100.0	
Missing	System	1	1.0		
Total		100	100.0		

54.5% of respondent strongly agreed that their organizations or management supported them in transferring skills learned during training to their job or work.

Table 5.11: I was allowed to learn from my mistakes that happened during a transfer of learning

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	3.0	3.0	3.0
	Disagree	5	5.0	5.1	8.1
	Neutral	8	8.0	8.1	16.2
	Agree	41	41.0	41.4	57.6
	Strongly Agree	42	42.0	42.4	100.0
	Total	99	99.0	100.0	
Missing	System	1	1.0		
Total		100	100.0		

More than 42% of respondents strongly agreed that their organization allowed learning from my mistakes that happened during a transfer of learning. Hence organizations should allow employees to be creative and introduce their ideas.

Table 5.12: The training has increased work efficiency and effectiveness

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	3.0	3.0	3.0
	Disagree	6	6.0	6.1	9.1
	Neutral	8	8.0	8.1	17.2
	Agree	29	29.0	29.3	46.5
	Strongly Agree	53	53.0	53.5	100.0
	Total	99	99.0	100.0	
Missing	System	1	1.0		
Total		100	100.0		

The opinion of respondents about the last question of training category stayed in strong agreement. Majority of the employees agreed that the training has increased their work efficiency and effectiveness.

Table 5.13: I have made progress towards the goals I have set for myself

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	3.0	3.0	3.0
	Disagree	6	6.0	6.1	9.1
	Neutral	7	7.0	7.1	16.2
	Agree	29	29.0	29.3	45.5
	Strongly Agree	54	54.0	54.5	100.0
	Total	99	99.0	100.0	
Missing	System	1	1.0		
Total		100	100.0		

To the question related to the progress towards the goals set by employees, 54.5% of the respondent strongly agreed that their training has helped them make progress towards their goals.

Table 5.14: The job has increased my career expectations

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	13.0	13.1	13.1
	Disagree	6	6.0	6.1	19.2
	Neutral	32	32.0	32.3	51.5
	Agree	20	20.0	20.2	71.7
	Strongly Agree	28	28.0	28.3	100.0
	Total	99	99.0	100.0	
Missing	System	1	1.0		
Total		100	100.0		

More than 32% of respondent showed neutral sentiments about the current situation the job that is their job has increased their career expectations.

Table 5.15: Organizational steps for employee growth such as Training have positive impact on my job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	3.0	3.0	3.0
	Disagree	4	4.0	4.0	7.1
	Neutral	8	8.0	8.1	15.2
	Agree	42	42.0	42.4	57.6
	Strongly Agree	42	42.0	42.4	100.0
	Total	99	99.0	100.0	
Missing	System	1	1.0		
Total		100	100.0		

Majority of respondents agreed that the organizational steps for employee growth such as Training have a positive impact on their job.

Table 5.16: The Job has given me chances to do what I am best at

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	3.0	3.0	3.0
	Disagree	4	4.0	4.0	7.1
	Neutral	8	8.0	8.1	15.2
	Agree	41	41.0	41.4	56.6
	Strongly Agree	43	43.0	43.4	100.0
	Total	99	99.0	100.0	
Missing	System	1	1.0		
Total		100	100.0		

More than 43% of respondents strongly agree that their current employer or Job has given me chances to do what they are best at doing in terms of skills. This is consistent with our literature that each employee must be given tasks that match its skills and strengths.

Table 5.17: I get praised for performing my duties efficiently and effectively

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	3.0	3.0	3.0
	Disagree	6	6.0	6.1	9.1
	Neutral	9	9.0	9.1	16.2
	Agree	27	27.0	27.3	45.5
	Strongly Agree	54	54.0	54.5	100.0
	Total	99	99.0	100.0	
Missing	System	1	1.0		
Total		100	100.0		

54% of respondent answered that they strongly agree that get appreciation from its organization for performing its duties efficiently and effectively.

Table 5.18: I get a feeling of accomplishment for performing my duties

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	3.0	3.0	3.0
	Disagree	6	6.0	6.1	9.1
	Neutral	7	7.0	7.1	16.2
	Agree	29	29.0	29.3	45.5
	Strongly Agree	54	54.0	54.5	100.0
	Total	99	99.0	100.0	
Missing	System	1	1.0		
Total		100	100.0		

More than 50% of the respondent to the questionnaire agreed that the employees' productivity is much higher than its peers in the organization who do not have higher levels of workplace diversity.

Table 5.19: There is a chance of advancement in the current job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	3.0	3.0	3.0
	Disagree	4	4.0	4.0	7.1
	Neutral	8	8.0	8.1	15.2
	Agree	42	42.0	42.4	57.6
	Strongly Agree	42	42.0	42.4	100.0
	Total	99	99.0	100.0	
Missing	System	1	1.0		
Total		100	100.0		

As much as 84% of the respondents to the questionnaire agreed that there is a chance of advancement in the current job at their current employer or construction companies.

Table 5.20: The Job provides me with the chance to do something that makes use of my abilities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	3.0	3.0	3.0
	Disagree	4	4.0	4.0	7.1
	Neutral	8	8.0	8.1	15.2
	Agree	41	41.0	41.4	56.6
	Strongly Agree	43	43.0	43.4	100.0
	Total	99	99.0	100.0	
Missing	System	1	1.0		
Total		100	100.0		

More than 43% of the participants of the study strongly agreed that their current Job provides them with the chance to do something that makes use of their abilities.

Table 5.21: I am happy with how company policies are put into practice

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	3.0	3.0	3.0
	Disagree	6	6.0	6.1	9.1
	Neutral	8	8.0	8.1	17.2
	Agree	29	29.0	29.3	46.5
	Strongly Agree	53	53.0	53.5	100.0
	Total	99	99.0	100.0	
Missing	System	1	1.0		
Total		100	100.0		

Majority of the participating organizations gave strong agreement to the question asking if they happy with how company policies are put into practice.

Table 5.22: The job provides me new ways of learning

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	3.0	3.0	3.0
	Disagree	6	6.0	6.1	9.1
	Neutral	7	7.0	7.1	16.2
	Agree	29	29.0	29.3	45.5
	Strongly Agree	54	54.0	54.5	100.0
	Total	99	99.0	100.0	
Missing	System	1	1.0		
Total		100	100.0		

54.4% of the participants strongly agreed that their current employer or the job provides the employees new ways of learning skills and gain knowledge. All these factors enhance employee's job satisfaction at the organization.

Table 5.23: I feel proud in telling others that I work for this Organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	3.0	3.0	3.0
	Disagree	6	6.0	6.1	9.1
	Neutral	9	9.0	9.1	18.2
	Agree	29	29.0	29.3	47.5
	Strongly Agree	52	52.0	52.5	100.0
	Total	99	99.0	100.0	
Missing	System	1	1.0		
Total		100	100.0		

More than 52% of the participants of the study strongly agreed that they tell their peers proudly about the organization/companies or the jobs they are associated within the construction companies.

Table 5.24: I would like to work long term for this Organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	13.0	13.1	13.1
	Disagree	6	6.0	6.1	19.2
	Neutral	32	32.0	32.3	51.5
	Agree	20	20.0	20.2	71.7
	Strongly Agree	28	28.0	28.3	100.0
	Total	99	99.0	100.0	
Missing	System	1	1.0		
Total		100	100.0		

In the last question related to the job satisfaction, around 32% or majority of the respondents should neutral sentiments about the question if they would like to work for the current employer or organization for the long term. This neutrality is expected as they employees keep rotating from one organization to another after some time. It is commonly believed that shifting and switching between organizations increases career growth, therefore even the most satisfied employees switch their organization or job role after some time.

5.5   Descriptive Statistics

Descriptive analysis of two newly calculated variables was also conducted to provide basic features of data under study. The mean answer of on job training related questions asked by 99 respondents was 4.2054, which as per the Likert scale lies between "Agree to Strongly Agree". Whereas the standard deviation between answers of respondents was 0.61.

On the other hand, the mean of questions related to the job satisfaction at the organization asked by 99 respondents was 4.09, which as per the Likert scale lies exactly at "Agree", or in other words mean respondents agree with job satisfaction related questions. Whereas the standard deviation between answers related job satisfaction of respondents was 0.56.
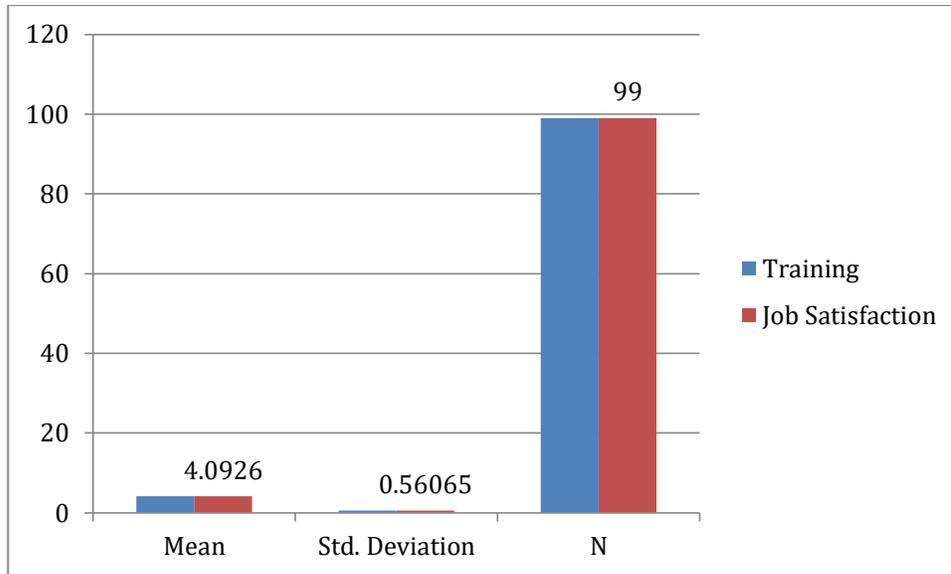
Figure 5.4: Descriptive Statistics

Table 5.25: Descriptive Statistics

Job Training		Job Satisfaction	
Mean	4.21	Mean	4.09
Standard Error	0.06	Standard Error	0.06
Median	4.42	Median	4.17
Mode	4.67	Mode	4.33
Standard Deviation	0.61	Standard Deviation	0.56
Sample Variance	0.37	Sample Variance	0.31
Kurtosis	-0.14	Kurtosis	0.09
Skewness	-0.83	Skewness	-0.72
Range	2.42	Range	2.50
Minimum	2.58	Minimum	2.50
Maximum	5.00	Maximum	5.00
Sum	416.33	Sum	405.17
Count	99	Count	99

5.5.1 Dependent variables: Job satisfaction

Researcher measured the job satisfaction through Likert scale 5-level questionnaire designed to measure level of job satisfaction in workers of construction industry. We calculated the final dependent variable by taking mean (average score) of all 12 questions of each respondent related to job satisfaction (mean of question 1 to 12). Then we assign the missing relations to reduce the number of missing values. The number of

missing entries was very less so they will not affect the final result. Job satisfaction is considered as dependent variable in this research study. From a theoretical point of view, our aim was to examine the relationship between job satisfaction and job related training. From a methodological point of view, we wanted to measure how training influences the job satisfaction. To summarizes the main descriptive statistics of the job satisfaction. The results highlight the sparse nature of our data. This is not surprising but in line with international statistics about the prevalence job satisfaction of construction workers. Job satisfaction has the mean score of 4.09 which if compared to Likert scale proves to be highly or strongly satisfied, with the standard deviation of 0.56 which is comparatively significantly less. We believe less deviation is due to the fact that a large group of respondents belong to same organization and work group. There were 99 complete respondents and the answers ranged between 2.5 to 5.0 or from neutral to strongly satisfied.

5.5.2   Independent variables: Job training

We calculated the independent variable by taking mean (average score) of all 12 questions of each respondent related to job training (mean of question 13 to 24). Therefore 99 complete participants to our survey. The minimum value was 2.58, while the maximum 5.00. Due to the design of the scale, status downward and status upward perception was not mutually exclusive, but the average correlation between them was 0.866 and quiet high (Median=4.42; SD=0.61).

5.6   Correlations

The analysis was conducted as per the below mentioned coding plan of the questionnaire:

Table 5.26: Coding Plan

Variables	Measuring Labels	Measuring Values
Satisfaction with the Trainer Symbol: SWT Items (1-3)	Strongly Disagree	5
	Disagree	4
	Neutral	3
	Agree	2
	Strongly Agree	1
Training Session Satisfaction Symbol: TSS Items (4-6)	Strongly Disagree	5
	Disagree	4
	Neutral	3
	Agree	2
	Strongly Agree	1
Training Content Satisfaction Symbol: TCS Items (7-9)	Strongly Disagree	5
	Disagree	4
	Neutral	3
	Agree	2
	Strongly Agree	1
Transfer of Learning Symbol: TOL Items (10-12)	Strongly Disagree	5
	Disagree	4
	Neutral	3
	Agree	2
	Strongly Agree	1
Employee Satisfaction Symbol: ES Items (13-24)	Strongly Disagree	5
	Disagree	4
	Neutral	3
	Agree	2
	Strongly Agree	1

To determine the relationship between dependent and independent variable, the correlation test has been conducted and also to identify if there is any significant relationship between the variables. The Pearson correction factor has been derived using standard SPSS software, the results obtained by SPSS are stated below:

Table 5.27: Correlations

		SWT 1	SWT 2	SWT 3	TSS 1	TSS 2	TSS 3	TCS 1	TCS 2	TCS 3	TOL 1	TOL 2	TOL 3	ES 1	ES 2	ES 3	ES 4	ES 5	ES 6	ES 7	ES 8	ES 9	ES 10	ES 11	ES 12
SWT 1	Pearson Correlation	1	.395**	.628**	.580**	.374**	.336**	.550**	.460**	.408**	.276**	.329**	.241**	.144**	.148**	.318**	.210**	.493**	.152**	.383**	.456**	.479**	.320**	.203**	.047
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.003	.002	.000	.000	.000	.002	.000	.000	.000	.000	.000	.332
	N	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
SWT 2	Pearson Correlation	.395**	1	.302**	.321**	.334**	.169**	.322**	.318**	.277**	.065	.076	.047	-.006	-.056	.151**	-.025	.299**	.162**	.201**	.355**	.313**	.164**	.398**	.102*
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000	.000	.180	.117	.333	.903	.247	.002	.614	.000	.001	.000	.000	.000	.001	.000	.036
	N	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
SWT 3	Pearson Correlation	.628**	.302**	1	.399**	.250**	.296**	.481**	.308**	.163**	.590**	.310**	.251**	.172**	.094	.378**	.230**	.496**	.139**	.297**	.372**	.393**	.112*	.215**	-.043
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000	.001	.000	.000	.000	.000	.055	.000	.000	.000	.004	.000	.000	.000	.021	.000	.377
	N	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
TSS 1	Pearson Correlation	.580**	.321**	.399**	1	.427**	.220**	.568**	.212**	.214**	.257**	.124*	.171**	.002	.159**	.185**	.256**	.385**	.180**	.207**	.444**	.322**	.202**	.291**	.254**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.000	.000	.011	.000	.973	.001	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
TSS 2	Pearson Correlation	.374**	.334**	.250**	.427**	1	.132**	.453**	.324**	.068	.094	.085	.099*	-.053	.169**	-.007	.097*	.330**	.185**	.119*	.397**	.363**	.280**	.291**	.405**
	Sig. (2-tailed)	.000	.000	.000	.000		.007	.000	.000	.162	.053	.080	.041	.278	.000	.878	.046	.000	.000	.014	.000	.000	.000	.000	.000
	N	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
TSS 3	Pearson Correlation	.336**	.169**	.296**	.220**	.132**	1	.446**	.130**	.060	.134**	.363**	.080	-.022	.179**	.149**	.113*	.249**	.049	.125*	.215**	.230**	-.025	.076	.072
	Sig. (2-tailed)	.000	.000	.000	.000	.007		.000	.007	.222	.006	.000	.100	.653	.000	.002	.020	.000	.312	.010	.000	.000	.604	.118	.137
	N	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
TCS 1	Pearson Correlation	.550**	.322**	.481**	.568**	.453**	.446**	1	.344**	.219**	.248**	.380**	.158**	.037	.293**	.222**	.246**	.468**	.203**	.163**	.542**	.420**	.154**	.249**	.350**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.001	.449	.000	.000	.000	.000	.000	.001	.000	.000	.002	.000	.000

	N	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
TCS 2	Pearson Correlation	.460**	.318**	.308**	.212**	.324**	.130**	.344**	1	.140**	.205**	.183**	.166**	.253**	.109*	.069	.120*	.246**	.194**	.190**	.389**	.216**	.120*	.186**	.253**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.007	.000		.004	.000	.000	.001	.000	.025	.159	.013	.000	.000	.000	.000	.000	.013	.000	.000
	N	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
TCS 3	Pearson Correlation	.408**	.277**	.163**	.214**	.068	.060	.219**	.140**	1	-.008	.235**	.191**	.193**	-.004	.426**	.210**	.370**	.191**	.383**	.153**	.159**	.292**	.081	-.145**
	Sig. (2-tailed)	.000	.000	.001	.000	.162	.222	.000	.004		.876	.000	.000	.000	.938	.000	.000	.000	.000	.000	.002	.001	.000	.097	.003
	N	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
TOL 1	Pearson Correlation	.276**	.065	.590**	.257**	.094	.134**	.248**	.205**	-.008	1	.301**	.431**	.241**	.016	.306**	.309**	.301**	.155**	.282**	.167**	.162**	.046	.235**	-.042
	Sig. (2-tailed)	.000	.180	.000	.000	.053	.006	.000	.000	.876		.000	.000	.000	.739	.000	.000	.000	.001	.000	.001	.001	.346	.000	.395
	N	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
TOL 2	Pearson Correlation	.329**	.076	.310**	.124*	.085	.363**	.380**	.183**	.235**	.301**	1	.317**	.105*	.310**	.175**	.229**	.210**	.158**	.232**	.183**	.220**	.073	.121*	-.051
	Sig. (2-tailed)	.000	.117	.000	.011	.080	.000	.000	.000	.000	.000		.000	.031	.000	.000	.000	.000	.001	.000	.000	.000	.133	.013	.298
	N	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
TOL 3	Pearson Correlation	.241**	.047	.251**	.171**	.099*	.080	.158**	.166**	.191**	.431**	.317**	1	.254**	.017	.204**	.385**	.137**	.247**	.344**	.110*	.171**	.079	.181**	-.044
	Sig. (2-tailed)	.000	.333	.000	.000	.041	.100	.001	.001	.000	.000	.000		.000	.725	.000	.000	.005	.000	.000	.024	.000	.104	.000	.370
	N	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
ES 1	Pearson Correlation	.144**	-.006	.172**	.002	-.053	-.022	.037	.253**	.193**	.241**	.105*	.254**	1	-.014	.278**	.396**	.178**	.205**	.032	.135**	.113*	.141**	.147**	.017
	Sig. (2-tailed)	.003	.903	.000	.973	.278	.653	.449	.000	.000	.000	.031	.000		.775	.000	.000	.000	.000	.510	.006	.020	.004	.002	.735
	N	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
ES 2	Pearson Correlation	.148**	-.056	.094	.159**	.169**	.179**	.293**	.109*	-.004	.016	.310**	.017	-.014	1	-.091	.047	.041	-.008	-.096*	.089	.042	-.130**	-.110*	.212**
	Sig. (2-tailed)	.002	.247	.055	.001	.000	.000	.000	.025	.938	.739	.000	.725	.775		.061	.339	.402	.874	.049	.067	.385	.007	.023	.000
	N	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
ES 3	Pearson Correlation	.318**	.151**	.378**	.185**	-.007	.149**	.222**	.069	.426**	.306**	.175**	.204**	.278**	-.091	1	.359**	.392**	.178**	.432**	.045	.186**	.177**	.106*	-.193**

	Sig. (2-tailed)	.000	.002	.000	.000	.878	.002	.000	.159	.000	.000	.000	.000	.000	.061		.000	.000	.000	.000	.351	.000	.000	.029	.000
	N	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
ES 4	Pearson Correlation	.210**	-.025	.230**	.256**	.097*	.113*	.246**	.120*	.210**	.309**	.229**	.385**	.396**	.047	.359**	1	.196**	.269**	.178**	.187**	.249**	.137**	.239**	.031
	Sig. (2-tailed)	.000	.614	.000	.000	.046	.020	.000	.013	.000	.000	.000	.000	.000	.339	.000		.000	.000	.000	.000	.000	.005	.000	.524
	N	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
ES 5	Pearson Correlation	.493**	.299**	.496**	.385**	.330**	.249**	.468**	.246**	.370**	.301**	.210**	.137**	.178**	.041	.392**	.196**	1	.242**	.354**	.381**	.433**	.252**	.198**	.137**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.005	.000	.402	.000	.000		.000	.000	.000	.000	.000	.000	.005
	N	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
ES 6	Pearson Correlation	.152**	.162**	.139**	.180**	.185**	.049	.203**	.194**	.191**	.155**	.158**	.247**	.205**	-.008	.178**	.269**	.242**	1	.214**	.332**	.224**	.125**	.219**	.168**
	Sig. (2-tailed)	.002	.001	.004	.000	.000	.312	.000	.000	.000	.001	.001	.000	.000	.874	.000	.000	.000		.000	.000	.000	.010	.000	.001
	N	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
ES 7	Pearson Correlation	.383**	.201**	.297**	.207**	.119*	.125*	.163**	.190**	.383**	.282**	.232**	.344**	.032	-.096*	.432**	.178**	.354**	.214**	1	.039	.199**	.235**	.128**	-.218**
	Sig. (2-tailed)	.000	.000	.000	.000	.014	.010	.001	.000	.000	.000	.000	.000	.510	.049	.000	.000	.000	.000		.422	.000	.000	.008	.000
	N	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
ES 8	Pearson Correlation	.456**	.355**	.372**	.444**	.397**	.215**	.542**	.389**	.153**	.167**	.183**	.110*	.135**	.089	.045	.187**	.381**	.332**	.039	1	.533**	.080	.339**	.475**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.002	.001	.000	.024	.006	.067	.351	.000	.000	.000	.422		.000	.102	.000	.000
	N	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
ES 9	Pearson Correlation	.479**	.313**	.393**	.322**	.363**	.230**	.420**	.216**	.159**	.162**	.220**	.171**	.113*	.042	.186**	.249**	.433**	.224**	.199**	.533**	1	.270**	.251**	.367**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.001	.001	.000	.000	.020	.385	.000	.000	.000	.000	.000	.000		.000	.000	.000
	N	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
ES 10	Pearson Correlation	.320**	.164**	.112*	.202**	.280**	-.025	.154**	.120*	.292**	.046	.073	.079	.141**	-.130**	.177**	.137**	.252**	.125**	.235**	.080	.270**	1	.260**	-.005
	Sig. (2-tailed)	.000	.001	.021	.000	.000	.604	.002	.013	.000	.346	.133	.104	.004	.007	.000	.005	.000	.010	.000	.102	.000		.000	.917
	N	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
ES 11	Pearson Correlation	.203**	.398**	.215**	.291**	.291**	.076	.249**	.186**	.081	.235**	.121*	.181**	.147**	-.110*	.106*	.239**	.198**	.219**	.128**	.339**	.251**	.260**	1	.194**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.118	.000	.000	.097	.000	.013	.000	.002	.023	.029	.000	.000	.000	.008	.000	.000	.000		.000
	N	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
ES 12	Pearson Correlation	.047	.102*	-.043	.254**	.405**	.072	.350**	.253**	-.145**	-.042	-.051	-.044	.017	.212**	-.193**	.031	.137**	.168**	-.218**	.475**	.367**	-.005	.194**	1
	Sig. (2-tailed)	.332	.036	.377	.000	.000	.137	.000	.000	.003	.395	.298	.370	.735	.000	.000	.524	.005	.001	.000	.000	.000	.917	.000	
	N	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100

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

The value of Pearson coefficient falls in the range of -1 to +1, with (+) sign indicating a positive correlation where as a (-) signs indicating a negative correlation. Moreover, the weak or strong correlation has also been indicated by using value closer to +1 or -1, the value which is closer to 0 (+ or -) indicate the weaker correlation. Based on the above tables, it is clearly inferred that the employee training or training strategies on job have been playing a positive role for job satisfaction amongst employees.

The main focus of this research is to test the influence or relationship of workforce training on the satisfaction at the organization, the most efficient method to test this is correlation analysis. Use of correlation analysis is widespread in daily life as well as in scientific research.

To understand correlation coefficient, it is important to demonstrate and develop understanding of the signs and number of the correlation coefficient. As the coefficient value rage from +1 to -1, negative and positive signs indicate the direction for the relationship among the variables. The coefficient value -1 indicate that there is strong negative relation among independent variable. Similarly, if a coefficient value is +1 it indicates that there is a strong positive relationship between the variable of a study.

5.6.1   Spearmen correlation

There are many different coefficients which can be used to measure correlations between variable such as Spearman's coefficient, Kendall's tau coefficient and Pearson's coefficient. In this research, method of choice is Spearmen correlation. However, it is important to understand other two correlations as well. In 1846, Pearson's coefficient was introduced by Braves. The standard method of assumptions and calculation was described by Karl Pearson in 1896 (Jan & Kossowski, 2011). One of the most important assumptions behind Pearson's correlation is the normality of the variables tested which can only be valid in the case of quantitative variables. So Pearson's correlation coefficient is used to measure the strength of the linear relationship between two variables, which is not the case in this research. Similarly, Spearman correlation is used for variables measured at the ordinal scale, such as Likert Scale.

 According to Hair et al. (Hair, et al., 2007), the value of correlation coefficient can be

analyzed as per ranges and strength of relationship explanations provided in Table 5.28.

Table 5.28: Rule of thumb about analyzing Correlation Coefficient

Coefficient Range	Strength of Relationship
+/-0.81 to +/-1.00	Perfectly Correlated
+/-0.51 to +/-0.80	Strong Correlation
+/-0.31 to +/-0.50	High Correlation
+/-0.21 to +/-0.30	Moderate Correlation
+/-0 to +/-0.20	Slight, almost negligible

5.6.2 Spearman correlation result of present study

Researcher has used IBM SPSS to do our analysis as there are fewer chances of error in SPSS as compared to manually calculating the correlations in Microsoft Excel. Results of Spearman correlation suggests that the relationship among diversity and workplace, entrepreneurial orientation/traits of employees and organization's performance exist.

Table 5.29: Correlations

			Training	job satisfaction
Spearman's rho	Training	Correlation Coefficient	1.000	.866[**]
		Sig. (2-tailed)	.	.000
		N	99	99
	Job Satisfaction	Correlation Coefficient	.866[**]	1.000
		Sig. (2-tailed)	.000	.
		N	99	99

Results of the correlation analysis shown in correlation matrix above suggest that there is positive correlation or positive relationship between training and job satisfaction. Results show the Spearmen correlation coefficient of 0.866 which is analyzed as per (Hair, et al., 2007) rules of correlation analysis provided in Table 5.27 means that there the strength of the relationship is perfectly correlated or high association.

The questionnaire was divided into 24 questions. Item 1-12 were related to the questions about training and development of employees at the organization. Whereas, items 13-24 were related the level of job satisfaction among employees working at the construction companies in the sample. Once the data of 99 respondents were collected, mean of items 1-12 was calculated in SPSS to create a single new variable "Training". On the other hand, the mean of items 13-24 was also calculated using SPSS to create a single new

variable named as "Job Satisfaction". Lastly, the correlation among both the variables was tested for significance.

5.7 Regression Analysis

The regression output has three components:

- Regression statistics
- ANOVA
- Regression coefficients

Table 5.30: Regression Statistics

Regression Statistics	
Multiple R	0.872657839
R Square	0.761531704
Adjusted R Square	0.759073268
Standard Error	0.275190287
Observations	99

These are the "Goodness of Fit" measures. It indicates how well the calculated linear regression equation fits the data.

1. **Multiple R.** This is the correlation coefficient. It indicates how strong the linear relationship is. For example, a value of 1 means a perfect positive relationship and a value of zero means no relationship at all. It is the square root of r squared. The regression statistics results of the present study are presented in Table 5.30. It is evident from the results that the Multiple R value is 0.872657839 which is very close to a value of 1, thus there is a positive relationship.

2. **R squared**. This is r^2, the Coefficient of Determination. It indicates how many points fall on the regression line. For example, 80% means that 80% of the variation of y-values around the mean are explained by the x-values. In other words, 80% of the values fit the model. With reference to the results of present study, the R Square value is 0.761531704 which is approximately 77%. This means 77% of the values fit the model.

3. **Adjusted R square.** The adjusted R-square adjusts for the number of terms in a model. Adjusted R-square is used instead of R-square if there are more than one x variable.

4. **Standard Error of the regression:** An estimate of the standard deviation of the error μ. This is *not* the same as the standard

error in descriptive statistics! The standard error of the regression is the precision that the regression coefficient is measured; if the coefficient is large compared to the standard error, then the coefficient is probably different from 0 and the same is evident from the results presented in Table 5.30.

5. **Observations**. Number of observations in the sample and in the case of present study, these are 99.

Table 5.31: ANOVA

	df	SS	MS	F	Significance F
Regression	1	23.45823202	23.45823	309.7627	5.89677E-32
Residual	97	7.345780327	0.07573		
Total	98	30.80401235			

1. SS = Sum of Squares.
2. Regression MS = Regression SS / Regression degrees of freedom.
3. Residual MS = mean squared error (Residual SS / Residual degrees of freedom).
4. F: Overall F test for the null hypothesis.
5. Significance F: The significance associated P-Value.

ANOVA is rarely used, compared to the regression output (regression statistics) above. It splits the sum of squares into individual components, so it can be harder to use the statistics in any meaningful way. In case of basic linear regression it can be skipped.

For example, to calculate R^2 from this table, following formula is used: R^2 = 1 – residual sum of squares (SS Residual) / Total sum of squares (SS Total).

Table 5.32: Regression Coefficients

	Coefficients	Standard Error	T Stat	P-value
Intercept	0.724619419	0.193349655	3.747715	0.000303
Job Training	0.800871123	0.045503845	17.60008	5.9E-32

This section of the table gives the specific information about the components chosed to put into data analysis.

The columns are:
1. Coefficient: Gives the least squares estimate.

2. Standard Error: the least squares estimate of the standard error.
3. T Statistic: The T Statistic for the null hypothesis vs. the alternate hypothesis.
4. P Value: Gives the p-value for the hypothesis test.

The regression results indicate that the regression model predicts the dependent variable significantly well. This indicates the statistical significance of the regression model that was run. Here, $p < 0.0005$, which is less than 0.05, and indicates that, overall, the regression model statistically significantly predicts the outcome variable (i.e., it is a good fit for the data).

The p-value for each term tests the null hypothesis that the coefficient is equal to zero (no effect). A low p-value (< 0.05) indicates that you can reject the null hypothesis. In other words, a predictor that has a low p-value is likely to be a meaningful addition to your model because changes in the predictor's value are related to changes in the response variable (Minitab Blog Editor, 2013).

Conversely, a larger (insignificant) p-value suggests that changes in the predictor are not associated with changes in the response.

In the regression output presented in table 5.30, we can see that the predictor variable of intercept is significant because p-values are 0.000303. However, the p-value for job training is greater than the common alpha level of 0.05, which indicates that it is not statistically significant.

5.8   Hypothesis Testing

As it is shown above in the Table 5.29, research hypothesis is accepted or significant through the Spearman Correlation analysis.

The correlation coefficient of 0.866 between training and job satisfaction is significant at the 0.01 level, which means study hypothesis is supported that the training in an organization positively impact or is positively related to the job satisfaction of employees at the construction company.

Table 5.33: Hypothesis testing

Hypothesis	Spearman Correlation	Significance	Accepted/Rejected
H1: There is a positive relationship between job-related training and the employees' job satisfaction	0.866**	0.00	Accepted

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

*. Correlation is significant at the 0.05 level (2-tailed).

Hence the study conducted accurately serves the focus and purpose of the research question raised through this thesis research. As it was proposed in the research proposal and the Chapter 1 of the thesis, the research question of the whole study was, ***What is the impact of job-related training provided by an organization on the employees' job satisfaction at the organization?***

As per our statistically significant result, the training that the organizations especially, construction organizations provide to its employees, increases the employee's job satisfaction at the organizations, which in turn improves organizations performance and productivity as the satisfied employees are more effective and add more value to the organization.

6. CONCLUSION AND RECOMMENDATIONS

6.1 Conclusions

After conducting quantitative study analysis using questionnaire as our instrument, we would conclude the results of our study and provide recommendation for future studies based and in accordance with the subject matter of our thesis. Discussing briefly, our study has concluded that there is a strong and stringent relationship between employees' satisfaction at workplace (Job satisfaction) with the job related training that enhance the employee's performance related to his task or job. We used two variables to keep our study simple and conventional, so our study could be used as the base for further detailed future studies to analyze crucial factors triggering job satisfaction among employees and also provide basis of studies related to methods and techniques of on-the-job and off-the-job training at an organization.

Our study used job training as the independent training and job satisfaction as the dependent variable. The results of the correlations as shown in Table 5.27 indicate that there is strong positive correlation or positive relationship amongst the independent (employee training) variables and dependent (job satisfaction) variable. The spearman correlation coefficient, as shown in Table 5.29 is 0.866. The correlation coefficient is examined according to rules of correlation analysis as outlined by Hair, et al. (2007). The result of correlation indicates direct relationships between independent (employee training) variables and dependent (job satisfaction) variable.

Early research on the Job satisfaction on the relationship between training and job satisfaction (Employee satisfaction) showed usually mediocre correlations. In this study it became clear that there is a general relation between the degree of complexity of the work (a hurdle that is decreased through job training) and job satisfaction.

Considering the construction industry, it could be shown that the job satisfaction of the construction manager, derives from providing skillful labor, completing his targets/tasks, organizing teams, setting goals and eventually earning his salary. For large companies (probably not only in Turkey), this applies to activities outside construction industry, where only motivation or satisfaction factor is mistakenly based or considered on

remuneration and salary. Management mistakenly believes that the duly paid salary keep the employees satisfied with their work. The question that remains unanswered is, what does the monetary incentive have to do with job satisfaction or motivation? How central is the concept of satisfaction to understand the boredom and reluctance of monotonous activities that occur in specialized work is probably unavoidable? Since the early days the concept of job satisfaction was used regularly to motivate work organization.

According to the conclusion derived from our thesis analysis, female workers were observed to be altogether more satisfied with their employment than their male partners, this appears to affirm the contention that ladies expect less from work thus they are satisfied with less. Then again, male workers are fundamentally more satisfied with supervision than their female partners, potentially in light of the fact that they esteem increasingly the open doors for self-articulation and to impact imperative choices Less trained staff, for the most part those met all requirements to class authentication, were minimum satisfied with employments; this repudiates the commonly believed perception that salary and other monetary benefits are sufficed alone to keep employees satisfied.

Conceivable clarifications are that these employees don't have the important abilities to adapt to the changing dynamics or work related requirement that can only be achieved through training. All in all the respondents were satisfied with their occupations. There was a huge connection amongst sexual orientation and occupation satisfaction with training and supervision; female representatives were observed to be more satisfied with training than their male partners, while, guys were more satisfied with supervision. With respect to the connection between work satisfaction and performance; the outcomes demonstrate no huge relationship. Maybe it is a potential instead of an effectively identifiable reality. Remember that the activity satisfaction score was gotten from the Likert-type scale which, albeit increased, is constrained in scope. Be that as it may, if the degree was expanded and another performance examination strategy utilized, a connection amongst satisfaction and training might be distinguished. While this exploration adds to the constrained group of learning on work satisfaction in the Middle-East and Turkey, as there are, obviously, various cultural and economic constraints for employing full fledge training programs at organizations.

There is lack of literature or there exist a literature gap between training and employee satisfaction because out of all the available literature on the subject of impact of training on employee job satisfaction have either showed no or weaker evidence to support the conclusion. Another factor is that albeit different researches were led on the effect of training in organizations, insufficient research has been directed in higher learning foundations to give experimental help to the effect of training on attitudinal factors.

The territory of occupation related and training and employees' activity satisfaction have been tremendously examined by researchers, analysts and understudies of sociologies and brain science, however the vast majority of the scientists have tied the result of training to the effectiveness and have connected the employees' activity satisfaction to the inside variables like inspiration, subjective conduct and other mental components (David Pitts, 2009). There is a colossal need of an investigation that connections and concentrates the relationship of occupation training which is an outside factor to the employees' activity satisfaction at an association. In a nutshell, the issue proclamation that this examination needs to address is that the activity dissatisfaction among employees is the reason for wasteful poor performance of employees at association that causes overwhelming loses to association, on other hand the training programs are probably take care of this issue of wastefulness however they likewise have higher expenses.

The aim of this study is to analyze the relationship of the employees' job satisfaction with training and the impact of training on the employees' job satisfaction in construction industry operating in Turkey. A quantitative study is used to survey full-time employees working in various departments for a target construction company operating in Istanbul, Turkey.

The thesis or research objectives are to analyze the impact of on-job training opportunities available to employees on their overall job satisfaction and to make endorsements to the senior managers in the organization, that are in charge for functions related to human resources, on likely methods to develop employee job satisfaction on the basis of the possible outcomes of the research. One of the objectives of this research was to make significant and valued contribution to the limited literature on the subject of

relationship between on-job training programs and impact on the employees' job satisfaction.

The employees are trained in a way to serve customers efficiently and effectively and thus customers praise the employees for their good attitude and behavior. This helps increase the employees' satisfaction at the workplace because it boosts their morale that customers like their services and it also increases their rating in the organization which puts an extra mark on their CVs. Furthermore, the marginal productivity of the labor increases because it has been seen that those employees who have been trained well are often more productive than those who have not been. Moreover, some organizations have wrong predictions that an increase in the wages will lead to higher productivity than providing the employees with the extensive training programs (Georgellis, 1997).

What is job satisfaction? It is vital for the managers of the organizations to know that what actually job satisfaction is. And what are the different ways to increase the employees' satisfaction i.e. financial and non-financial terms. The famous explanation of job satisfaction is that what are the feelings of employees towards their job and which aspects of jobs do they like and from which factors employees refrain themselves to perform. This is the basic understanding of job satisfaction because it helps organizations search for the reasons that why will a certain employee leave the organization and why will he not (Schmidt S. W., 2004). These important ways help the organization save their costs in the long run which will also be discussed later in our discussion. Moreover, the extrinsic and intrinsic rewards have also been talked about in this discussion in order to have a better understanding of the different terms (Wick, 1993).

Many studies and researches have indicated that there are different characteristics which usually affect the job satisfaction and hence the loyalty and the productivity of the employee. These characteristics have drastic effect on the job satisfaction of the employees in many different ways and thus organizations need to tackle these characteristics in a careful manner. The important characteristics which affect the job satisfaction are job, education, salary, job length etc. These are the several different reasons that why on the job training is important for the employees who lack job

satisfaction because training is directly linked with job satisfaction since the organization invests in their employees in the form of training programs.

Job training satisfaction assesses the training the employees have gone however and afterward it gauges their satisfaction which they have gotten from the training. It is imperative to remember that job training is a formal program arranged ahead of time and in this way it's anything but a little movement of couple of hours yet it is broad and extensive. The assessment is impossible inside moment or in little advances yet a formal and preplanned method must be followed so as to assess the employees after the training sessions (Egan, 2004). The post training tests are concocted to check whether the employees have learnt from the training or not. According to Schmidt (2007), there are mental tests also with a specific end goal to decide the satisfaction of the employee from the training he/she has gotten.

The effect of job training at work satisfaction is very relatable worry of most associations in this day and age. They are much inclined towards the employee satisfaction at the working environment (Faridi, Baloch and Wajidi, 2017). As the fundamental goal of the examination is to decide the effect of job training on job satisfaction, so it mirrors the theory of epistemology in light of the fact that there are sure speculation which are tried through various means and toward the end like the laws, speculations will be made with a specific end goal to demonstrate the theory. This theory speaks to the sub some portion of epistemology named as Positivism. In this classification, the specialist play with the social reality and toward the finish of law like speculations is made (Mark Saunders, 2006). Under this position, information is gathered and theory are planned that are tried by additionally explore. A formal philosophy is taken after to demonstrate the speculation utilizing measurable examination devices (Thakurta, 2015).

As the exploration is to characterize the effect of job training over the satisfaction of employees at work, so it is extremely circumstances and end results sort of research. In which the genuine reason for existing is to comprehend the connection between job training and job satisfaction. For this, a deductive approach is received keeping in mind the end goal to test the detailed theory. A legitimate organized system is utilized where

the job training and job satisfaction is characterized regarding estimation. These two terms are operationalized with the goal that a thought can be taken to demonstrate the outcomes. The hypothesis behind this exploration is that the trainings given at the job to employees are favorable in making them versatile to the association. When they feel happy with the job, the profitability of association will brag. Keeping in mind the end goal to demonstrate this, a speculation is figured. At that point the information is gathered through the instrument like questionnaire clarifying the measurements of this operationalized theory. Toward the end, running certain measurable test, the speculation is legitimized or wrong lastly, speculations are made.

6.2   Future Recommendations

Following factors could be considering hindrance or the shortcomings of the study and the recommended path thereof for the future studies is deliberated hereunder. In the first place, the information were gathered independent from anyone else moderating or directing the survey, a strategy with surely understood weaknesses, and the legitimacy of the outcomes might be faulty. Second, the satisfaction measure depended on self-assessment and may have caused over-rating of satisfaction ratings. Third, the sample is generally little and limited to the keeping scope of construction industry in two nations. Lastly the discoveries may not be summed up to different divisions or to other national and social settings. With a specific end goal to beat these impediments a more detailed research is prescribed to examine interface between job satisfaction and worker training, utilizing actual performance measures used at organization rather than self-examining questionnaire, drawing on a more different sample and which investigates the significance, regardless of nationality and culture.

Barely any research in the historical backdrop of modern management sciences has caught the consideration of worker retention or happiness more than the connection between work satisfaction and occupation training. Scientists have explored the relationship working from various suppositions and with various objectives. We have gathered these examinations under the single variable i.e. training. This study, setting diverse types of relations between work satisfaction and employment training, has gotten differential help in the literature. In any case, it is likewise sheltered to infer that there

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are numerous irregularities in the outcomes testing this correlation (and in the manners in which the correlation metric have been tried) and an absence of accord with respect to the legitimacy of the questionnaire in different national cultures. It is our conflict that one explanation behind the absence of one-for-all nations survey instrument (questionnaire) is that numerous specialists have rejected the connection between employee satisfaction and occupation training. In fact, starting in 1955 and coming full circle in 1985, surveys of the writing proposed that the satisfaction-training relationship was, when in doubt, not substantial. In the most powerful survey, went so far as to portray the relationship as a "fanciful connection" that spoke to an "administration prevailing fashion" (p. 269), and, in fact, their outcomes seemed to help this view. We have contended in this article isn't a precise gauge of the genuine connection between generally speaking employment satisfaction and occupation training. This is a critical point. Based on a study conducted in Mexico, the satisfaction-training relationship has been depicted as "small"), "powerless", "suddenly low", "unassuming" best case scenario", "irrelevant" and "verging on the limited audience".

Considering all past contradictory studies and limitation to their studies, we recommend that a more precise and accurate relationship can explored between job satisfaction and training if the data is observed through already employed metrics and rubric used at different organization to measure employee's satisfaction, motivation or performance for that matter. This recommendation is in defiance to our method of self-examining questionnaire, where employee fills the survey himself to analyses his satisfaction and need of training. We believe this method can cause bias in filling the survey as employees might incorrectly fill the survey by giving too high score to their satisfaction or fear to reveal their true satisfaction score as they might be sacred of letting management know how satisfied or unsatisfied they are with their current work. Secondly we also recommend a more studied and employed questionnaire that is irrespective of cultural barrier and whose scope can be applied to multiple nationalities, cultures and ethnic groups. A national or regional level study is recommended to review and enhance employee satisfaction at national level. As the more satisfied workforce can be more productive and deliver higher performance.

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APPENDICES

APPENDIX A: Questionnaire

Following questionnaire is the part of master thesis/research study conducted by Aygul Asgarova, a student of MBA program at İSTANBUL AYDIN ÜNİVERSİTESİ. The survey aims to measure the impact of employees training on employee job satisfaction. The survey will be conducted in data collected from workers of Turkish companies that operates in construction sector. Therefore, I have selected your organization, company, as the participant in our data sample. Your contribution through filing this survey will allow us to contribute meaningful and useful study to the literature related to human resource management and organizational management.

The survey is designed under the supervision of Prof. [Supervisor Name Here].

Disclosure: *Keeping the privacy of your personal information is of greatest concern to us. This information will not be shared and will only be used for the purpose of this research only.*

I will be highly grateful for your input and contribution in our survey.

Name of Organization

Location	
No. of Years at Job	
Nature of Business/Industry	
Annual Salary **(Optional)**	
Name of the Person (person filling this survey)	
Designation of the Person (person filling this survey)	
Contact Details (Cell#, Landline, Email etc.)	

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. **The training objectives were accurately conveyed.**					
2. **The training objectives were**					

properly accomplished					
3. I was told that "How Would I benefit from this training Program".					
4. Having told that "How Would I benefit from this training Program" helped me gain commitment to training program					
5. I was provided with adequate resources to implement the learning from training session					
6. Training session has increased my understanding of the subject/business.					
7. Training contents were relevant to the job I perform.					
8. Skills acquired through Training were helpful to me in carrying out my duties.					
9. Training added value by providing opportunity to develop skills and knowledge.					
10. Management supported me in transferring training to work					
11. I was allowed to learn from my mistakes that happened during transfer of learning.					
12. The training has increased work efficiency and effectiveness.					
13. I have made progress towards the goals I have set for myself					
14. The job has increased my career expectations					
15. Organizational steps for employee growth such as Training have positive impact on my job.					
16. The Job has given me chances to do what I am best at.					
17. I get praised for performing my duties efficiently and effectively.					
18. I get a feeling of accomplishment for performing my duties.					
19. There is a chance of advancement in the current job					
20. The Job provides me the chance to do something that makes use of my abilities.					
21. I am happy with how company policies are put into practice.					

22. The job provides me new ways of learning.					
23. I feel proud in telling other that I work for this Organization.					
24. I would like to work long term for this Organization.					

* Questions 1 to 12 are related to Training
* Questions 13 to 24 are related to Job Satisfaction

Thank you so much for kind response!

APPENDIX B: Company Information