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Training and development opportunities and turnover intentions in automobile industries in Tamilnadu

Mrs. R. Velanganni

Ph.D. (Part-Time) Research Scholar, Department of Business Administration, Annamalai University, Chidambaram, Tamilnadu, India

Dr. S. Subbulakshmi

Research Supervisor, Dept. & Assistant Professor, Department of Business Administration, Annamalai University, Chidambaram, Tamilnadu, India

Abstract--The employee turnover intention refers to the withdrawal from the company. The Turnover intention is directly related to the overall job satisfaction by the employees of the organization. Greater job satisfaction means lower employee turnover rate and Lesser job satisfaction means greater employee turnover rate. The aim of this research is to investigate on how the training and development opportunities can influence the employee's intentions to leave the company. This research is important because it will explore employees' expectations with regard to various training and development opportunities available to them, as it is generally known that a majority of organizations have reduced spending on training and development of employees. In this research a quantitative method is adopted which will target the population of Automobile industry mainly the employees belonging to the Tamil Nadu firms. The method used is the survey questionnaire and there are 112 participants involved. The findings of this research suggested that, once the training is provided the employee is estimated to stay with the organization with a period of more than 5 years. The findings of this research also revealed that, when the employees are provided with training and development, they had increased opportunities and a raise in position which can again be a critical factor towards the lower employee turnover rate. Lastly, this research also suggested that when proper training and development was provided greater prevalence was given to the overall job satisfaction.

Keywords--Training and Development, Job Satisfaction, Turnover Intention, Employee Development and Organizations.

Introduction

As the globalization is increasing across the world, more and more cultures, traditions, goods, services and businesses are being exchanged from all across the world. The field of research in business is also being increased day by day. The worldwide biggest organizations regard their employees as the important assets of the organization. Companies such as Google and Amazon have invested more in their employees so that their employees work efficiently to produce good results. The job satisfaction of the employees is closely related to the employee turnover rate. Job satisfaction is more popularly known to be the collection of various feelings that the person has towards their jobs. In short, the Job satisfaction of the employees is the indicator of the employee's feelings and is also regarded as the predictor of their work behavior such as the organizational turnover, absenteeism and citizenship on the other hand, the employee turnover refers to the count of the movement of staff members or the employees of the firm in and out of the company and it's also measured in terms of the turnover rates. The turnover rate is lower when the employees experience better job satisfaction and the turnover rate is more when the employees experience lesser job satisfaction. The companies strive on reducing the employee turnover rate for the better organizational performance. The whole idea of job satisfaction is to help the employees in finding comfort and pleasure in what they do. The more the employees are satisfied with their jobs, the more loyal and committed are. According to the study conducted by, "More than 50% of all organizations globally have difficulty retaining some of their most valued employee groups." Furthermore, the cost of replacing the highly trained employee of the firm can cross 200% of their annual salary. The research conducted has also found that, the organizations that provide support to the remote work have 25% lower employee turnover as compared to the organizations that don't.

Objectives of the Study:

1. To Study the Training and Development Opportunities and Turnover Intentions in an Automobile Industries in Tamil Nadu.
2. To study the Demographic variables on Training and Development and Turnover intentions.

Review of Literature:

(Price 1977¹) Turnover refer to the ratio of the number of organizational members who have left during the period being considered divided by the average number of people in that organization during the employees who are dissatisfied with their jobs are more likely to leave the organization than satisfied employee.

(Muchnik, 2000²) To strengthening the job satisfaction of employee is helpful in decreasing turnover intentions . Fast food franchises are trying to provide training to their new and existing employees. However, fast food franchises have high turnover rate as they hire young employees who leave their job and move for another.

(DiPietro 2003³) It has been suggested that in fast food sector turnover rate of hourly and salaried employees was more than 150% annually (Ebbin, 1999⁴). It is a big challenge for training department to assure that training is producing desired outcome and delivering return on investment in the fast-food sector.

(Rahmam, Naqvi, & Ramay, 2008⁵) The research studies on fast food sector suggested a positive relationship between customer satisfaction and profits over time. Earlier researches recommended that there is a negative relationship between job satisfaction and turnover intentions. A study conducted in private sector of Saudi Arabia suggested that there is a negative relationship between training and turnover intentions.

(Jehanzeb et al., 2013⁶). These studies have also signified that availability of training and education programs are significant factors in enhancing job satisfaction, and reducing turnover intentions of employees. (Bartlett, 1999) Similarly, a study recommended that training has positive relationship with job satisfaction and organizational commitment, which later impacts on employee retention (Lam & Zhang⁷).

Research Methodology

In this research a quantitative method will be adopted which will target the population of Automobile Industry mainly the employees belonging to the Tamil Nadu firms. The method used will be the survey questionnaire that aims at surveying more than 100 research participants through digital channels such as email or WhatsApp. The research methodology used in this research involves the quantitative research approaches. A method of survey is adopted that will be aiming at collecting data from more than 100 research participants. The simple random sampling method is used in order to collect data randomly from amongst the employees of the organization. The survey questionnaire will be formulated using the web application "Google Forms". The research survey will be conducted through the digital devices such as iPad and tablets. The survey questionnaire comprises of the close ended questions as they help in generating precise results.

Data Collection and Sample Size

The primary data collection for this research involves the survey methods. The survey aims at collecting 100+ research responses from the different employees of the Tamil Nadu firms such as Automobile Industry in Oragadam, Kanchipuram, Mount Road. The data is collected by the means of simple Random Sampling. The simple random sampling method gives the equal chances of selecting any person from the population. This type of research is applied research as several researches have been conducted on the similar topic and this research adds to the sea of knowledge. The data will be collected through the method of Survey questionnaire. This survey Questionnaire is comprised of 13 research questions. The Survey questionnaire is prepared with the help of the online survey platform known as the "Google Forms". All the questions in the questionnaire are close-ended in nature.

Findings and Suggestion

The findings of this research display that, there are adequate training programs given to the employees in the firms this can be confirmed by the 34% research participants indicating that, they had received training only before the period of 3 months. Moreover, Automobile Industries in Tamil Nadu firms are covering the training costs of the participants. Greater percentage about 46% of the research participants said that they had experienced the position raise after acquiring the training and development. According to the participants of this research, employees can work more than 5 years in the same firm in acquired training from the same firm marks by 26%.

The findings of this research also display that, the participants after obtaining the training are very satisfied as they experience raise in salary after training is completed by 45%. About 47% of the research participants displayed a satisfaction towards the opportunities of promotion they had experienced once received training and development by the firm. The participants are also greatly satisfied with the company's offering the training costs. After training and development, 41% of the research respondents were satisfied with the overall job satisfaction.

Conclusion

The turnover intentions of the employees working in the firm are really impacted by the overall environment of the firm. The turnover intentions of the employees can create a change in the organization culture as well. The employee turnover rate increases when the employees are not content by the facilities provided by their company or are simply not happy working in the company. On the other side, the employee turnover rate decreases when the employees are happy with their work environment such as the training and development opportunities. The aim of this research was to focus on the employee turnover intentions when they are provided with the training and development opportunities. The results of this study indicate that once training is provided, it is estimated that the employee will stay in the organization for more than 5 years. Furthermore, Automobile firms are found to be conducting the training regularly and also covering up the training costs which can again lead to the less employee turnover rate. The results of this study also show that when providing training and development for employees, they will get more opportunities and job promotion, which in turn may be a key factor leading to a reduction in employee turnover. Finally, the results of this study also show that when appropriate training and development are provided, overall job satisfaction will be more popular.

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