

# LIAISON ROLE OF TRAINING IN INSTILLING ORGANIZATIONAL CULTURE TO IMPROVE EMPLOYEE JOB SATISFACTION WITH SPECIAL REFERENCE TO CEMENT INDUSTRIES IN RAJASTHAN

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## ABSTRACT

Organizational culture is vital in promoting organizational efficiency & effectiveness. Comprehending to the worth of organizational culture will assure to catalyze the acclimatization of the organization & its employees in tumultuous and dynamic environment. Essentially it will call to arms the rate of employee job satisfaction. Employee job satisfaction can get affected in various ways. To enhance it training the employees to improve the organizational culture could be a very useful tool. This research paper focuses on how training can be utilized to instill organizational culture in the minds of the employees to improve their job satisfaction.

**KEYWORDS:** Organizational Culture, Job Satisfaction, Employees, Training

## INTRODUCTION

Several dynamic reasons like employee turnover, mergers, acquisitions, quality enhancement exertions, cultural shifts due to change of leadership etc have compelled many organizations to amend, transfer, and revolutionize their cultures. In recent scenario this change is regarded as multifaceted and will surely affect the employee job satisfaction rate. Mapping this change in the minds of the employees could be achieved by providing training. Development of training sessions to enhance employee job satisfaction is thus very crucial.

### Importance of Training in Instilling Organizational Culture to Enhance Job Satisfaction

Training programmes are introduced to the organization to improve the knowledge, Skills and abilities of the employees. In addition training programmes are essential for an organization to successfully train and educate the employees. The quality and variety of the training the companies provide is a key for motivation. Reasons for training range from new hire training about your operation to introducing a new concept to a workshop or familiarizing and developing the organizational culture. Quality Training and development programmes are essential in keeping the staff motivated to be happy about their work and making the organizations productive.

**Organizational Culture** is a system distributed into assumptions, values, and beliefs, which preside over employees behaviour in the organizations. These cultural standards have a strapping sway on the employees job satisfaction rate.

According to Kotler organizational culture symbolizes the norms, shared values of the employees within the boundaries of the organization. These shared values further are evolved as basic assumptions and core values of the

organization (1995, Greene).

The instantaneous issues faced by the organizations are reducing employee job satisfaction due to organizational culture which are not satisfactory. For long term productivity of the organization employee job satisfaction is very crucial.

Hence, to keep the employees satisfied with their jobs, they need to have a unfathomable understanding of the culture which can be achieved by training.

### **The Organizational Culture and Employee's Satisfaction**

The relationship between organizational culture and employee job satisfaction is crystal clear. More the satisfied a employee with his job more will be the organizations productivity. Organizational culture is the backbone of the organization performance. Culture represents how employees, peers & management behave with each other, and the work environment. Organization can have various types of cultures. The learning organizations fosters the need of training in instilling the organizational culture in the minds of employees to enhance employee job satisfaction.

Training involves noteworthy aspects of instilling organizational culture in the minds of employees. Employee Job satisfaction personifies employee and in turn organizational productivity. Various types of people come together in the organization in order to work. In order to channelize these various people training could be utilized as a tool of creating culture centric satisfied workforce.

### **OBJECTIVES**

The objectives of this study are:

- To identify whether training plays a liaison role between organizational culture and employee job satisfaction.
- To study the Gaps or discrepancies between employee job satisfaction and organizational culture.

### **LITERATURE REVIEW**

India portrays negligible research in the field of training. But as we know there are exceptions to everything. R. Rainaye has conducted a research on training. He scrutinized the training policy practiced at State Bank of India and in the JKB. He tried to figure out the various facades of training. The data collection was done on the basis of distribution of questionnaire. The research was conducted on 300 employees. The sample consisted of total number of two hundred cashiers-clerks and 100 managers from both the banks. It was observed that line managers were not given enough exposure to employee development. The orientation period is not adequate. The evaluation of training is also not developed properly. The senior employees interact with lower level employees very scarcely. The training objectives are not necessarily achieved and no attention given on developmental processes to enhance human skills. Unlike the external training sessions are well sustained. Although when training was compared with that of SBI it was observed that it was better than JKB but there is still scope of development in terms of training need analysis & knowledge transfer to job which is gained through training.

Employee Training Effectiveness by Smith Das, Published in, June 15 (2010) - Training is a vital feature of all companies business strategy. In this research the impact of training has not been assessed on employees. Training efficiency could be analyzed if they could produce yearning outcomes. Whenever the organization

designs & implements training programs they also need to consider that the evaluation should be designed in such a way that it assesses correctly the effectiveness achieved post training. The researcher has suggested that to enhance efficiency of training programs for a brighter future of the organization.

Human Resource Management: Theory and Practise by John Bratton,(2007) Edition,1, April 2011. The book explains training as an education programme. People have a potential to learn new skills & abilities, re-inculcate the same and reinforce the knowledge base for effective performance on work front. Trainings have the ability to enhance the quality of work done by the employees and inculcate skills which can be reverted to the work front for better performance. The goal of training is to create an impact that lasts beyond the end time of the training itself. The focus is on creating specific aspects steps and commitments that focus people’s attention on incorporating their new skills and ideas back to work. Training can be offered as skill development for individuals and groups. In general Training involves presentation and learning of content

Literature review Effect of organizational culture on organizational performance Engr. Hafeez Ur Rehman BS Electronics Engg. UCET IUB MS Electrical Engg. UET Lahore MBA Exec. VU Pakistan. The objective of this research was to demonstrate the relationship shared between organizational culture & performance. The study concluded with showcasing profound impact of organizational culture on organizational performance. Research showcases that employees who are more connected and committed to organizational culture can make the organizations more achieving and performance oriented.

### DATA ANALYSIS

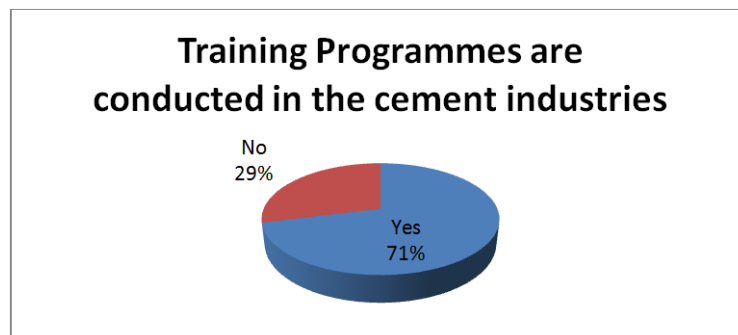


Figure 1: Training Programmes are Conducted in the Cement Industries

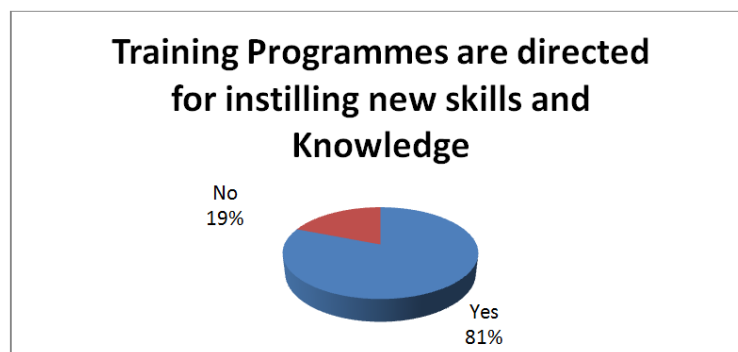
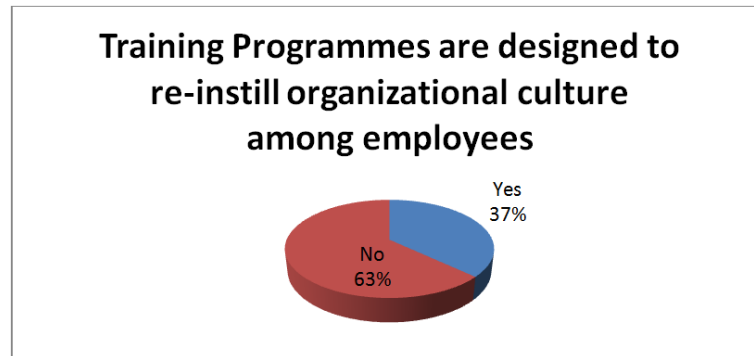
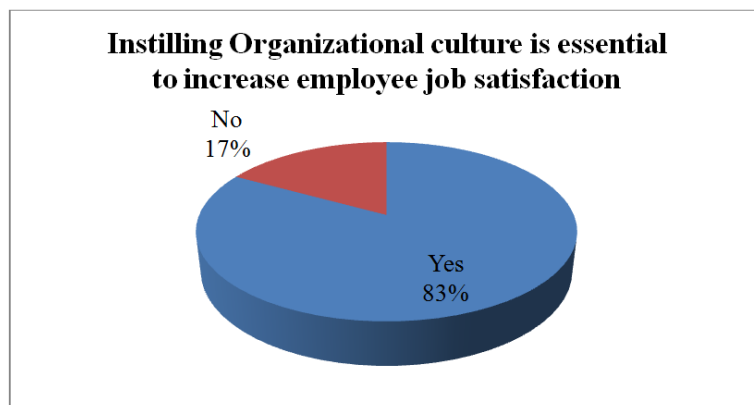


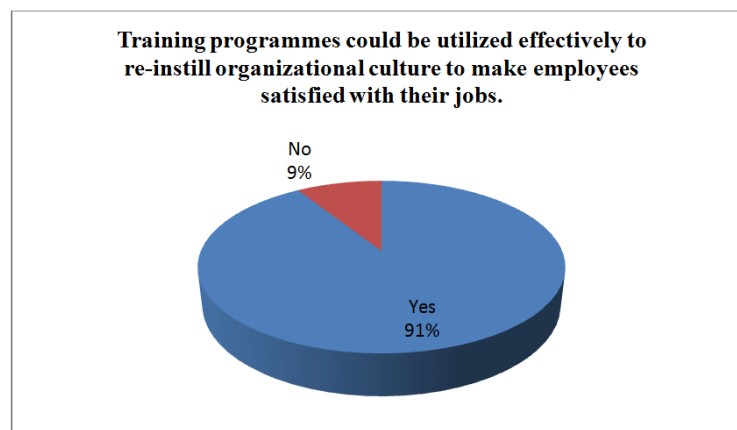
Figure 2: Training Programmes are Directed for Instilling New Skills and Knowledge



**Figure 3: Training Programmes are Designed to Re-instill Organizational Culture among Employees**



**Figure 4: Instilling Organizational Culture is Essential to Increase Employee Job Satisfaction**



**Figure 5: Training Programmes could be Utilized Effectively to Re-instill Organizational Culture to Make Employees Satisfied with their Jobs**

## CONCLUSIONS

Organizational culture is a key player in enhancing employee job satisfaction. To make the organization more productive the employees need to be happy & satisfied with their jobs. The organizational culture shares a crystal clear relationship with employee job satisfaction. Satisfied jobs of employees creates better organizational culture & vice versa. These both if coordinated can only produce productive & performing organizations. Through this research it is observed that maximum of the cement industries do have training sessions in their organizations. These training sessions

are directed towards instilling new knowledge & skills in the employees. Scarce training sessions focus on re-instilling the organizational culture in the minds of employees to enhance their level of job satisfaction.

So to re-instill the organizational climate in the minds of employees to enhance employee job satisfaction training could be utilized by the cement industries as a effective tool.

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