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Effects of Training and Development on Job Satisfaction

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**EFFECT OF TRAINING AND DEVELOPMENT
ON JOB SATISFACTION**

Lora Applebury, B.S.

An Abstract Presented to the Faculty of the Graduate
School of Lindenwood University in Partial
Fulfillment of the Requirements for the
Degree of Master of Business Administration

ABSTRACT

This thesis will focus on the effect training and development in the workplace on employees job satisfaction.

Research has stated that with the proper kinds of training and development employees will be more satisfied with their jobs overall. Researchers believe that the kinds of training and development given to employees will also improve the overall quality and productivity of the work environment.

With companies trying to move into the global job market training and development has come to the front of all companies improvement programs. Most of the large companies CEO believe that training and development is the only way in which a company will survive in the business world of today.

The purpose of this study is to determine if training and development in three different manufacturing environments effects job satisfaction. The hypothesis of this study is with proper training and development employees will be more satisfied with their jobs.

Twenty-five participants from Globe and Donaldson

and Nineteen from Hudson Valley Polymer were surveyed. Globe had twenty-three males and two females. Donaldson had twenty males and five females. Hudson Valley Polymer had twelve males and seven females. Each participants took a lickert scale survey on training and development. The data was analysis by descriptive, inferential statistics and multivariates statistics.

Results of the analysis produced evidence that the employees from Globe, Hudson Valley Polymer and a combined Globe and Hudson Valley Polymer accepted the hypothesis. The employees for these two companies felt the company was doing an acceptable job on training and development and they were satisfied with their jobs. Donaldson on the other hand did not accept the hypothesis but they also did not accept the null hypothesis. Donaldson employees felt that the company was doing a poor job on training and development and they were not satisfied with their jobs.

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Graduate School of Lindenwood University in Partial
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Degree of Master of Business Administration

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Preface

It is almost impossible of the companies of today to survive in the global job market without the employees of the companies being given the proper tool to accomplish everyday task. Most of the companies of today want to be successful and they have found out though hard work and proper training and development of the employees the employees are much happier and productive.

Training and development is such a vital part of companies. The number on assets every companies have is the employees. When a company give the employee the proper tools and motivation they are to have a very successful and profitable business.

Chapter I

INTRODUCTION

When one looks at training and development many things come to mind. The first is making sure that the job is being completed correctly, efficiently and in a timely manner. All these things are important to perform a job, but the most important aspect is the training and development of the employees. If employees are not trained properly they will not be satisfied with what they are doing. When employees are not satisfied with their jobs, they will look for another job in which they can become satisfied.

Many different people have different ideas about what training and development is. The one thing that stands out is that companies of today believe training and development has to take place for the businesses of today to move into the next century.

When most employees think of training they feel that the company wants to educate them, but education and training are two totally different things. To educate is to increase the awareness and knowledge of a subject. To train is to see that an employee is proficient at accomplishing a given task. It is important that all employees involved in training

and development remember that knowledge is not power but competence is power. (Georges 48) Once an employee has been educated on a subject everything that comes after that point is considered training. (Georges 54)

The development and training of an employee is important to the success of the employee and company. Development is helping the employee reach a higher level of performance well before the training or development begin. (McKechnie 499) Without development of individual employees the training which most companies are doing will not reach the levels the companies are looking for. The highest level possible of training and development is vitally important for companies to achieve in the competitive market place of today.

The main reason training and development is being executed in the work force is to improve the skills and knowledge the employees have. This is being performed so the employee will be more productive. In addition, a company increasing the skill of an employee is also giving that employee the ability to become more satisfied with his or her overall performance. Job satisfaction is a very important part of the work environment of today. When employees are not satisfied with their job they will look for a position where they can be satisfied.

Training, development and job satisfaction are all related to each other. If a company is not providing the proper training and development for employees, they will not be satisfied with their jobs. An employee dissatisfied with their job will have the employee looking for somewhere they feel they can be better satisfied. When training and development takes place in a company, employees are more satisfied. When proper training and development is given the employees can assume that the company recognizes their important and is providing them with the proper tools and knowledge to do their jobs. When employees feel this way they assume they now have something invested in the overall company and will work to make the company a success.

Training, development and job satisfaction are important to the business world because if a company does not have the right employees with the proper knowledge and know-how for the job then they are not able to compete in the competitive job market of today. If a company is unable to keep up with the changes in the job market then they will not be competitive and will no longer be in business.

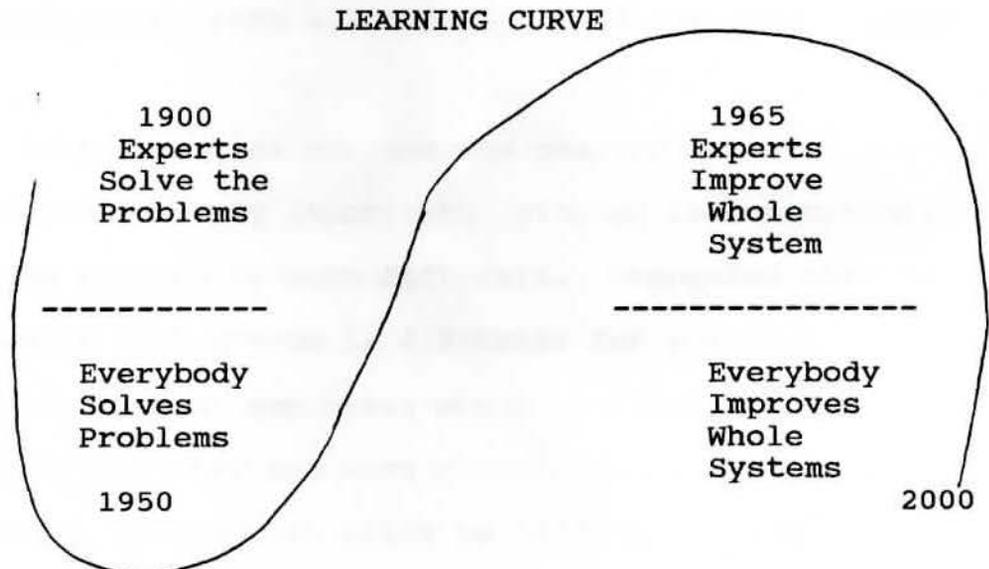
History

Many of the ideas companies of today believe

regarding training and development are not new. The first thing that a company must do is to set goals for what they want to accomplish. Once the goals have been set they need to develop and set up the programs for the training of the individual employees to accomplish the objectives of the company. (Stenzel 44) Training given to an employee should be designed in such a way that it builds the employees self-esteem and not just their knowledge. (Hutchins 150)

The organizational learning curve has existed for many years. There has been a roller-coaster effect. This is shown in figure below.

Figure I-1



Source : Discovering Common Ground. by Marvin R. Weisbord (1992).

The above figure shows what the trend has been and will continue to be in the business world. In the beginning

only the experts solved the problems. Then, the problems of the companies became everyone's problems. Everyone in the organization had a say in how to fix the problem. Then the business world went back to the experts actually the ones to improve on the existing systems. The business world of today has again decided that it is not just a few who are experts but everyone involved in the system. This is very important to the way a company of today looks at training and development.

Another area of importance, companies have come to realize is organizational communication taking place within the company. Effective training or development cannot take place without there being effective communication with all the employees involved. (Smith 1)

Communication between the company and the employees is very important. Without communication, making changes is more difficult. Companies need to remember that change is difficult for everyone involved. When employees are communicated with effectively they are more receptive to change. However, change will still be difficult. (10)

Present

The learning curve for training and development

present-day companies are going through is not new to the business world. Companies have been dealing with the learning curve for years. What most modern or contemporary companies have learned from the past is that training and development is important to the way they do business today. The problems most companies are having to deal with, is how to pay for the training and development and who needs the training and development. In the interest of any training to be successful the company needs to decide what is important and design a mission statement that will direct the training. From this point on the companies must provide all of the materials and resources for the training to be carried out effectively. ("Tracking Training Progress" S18)

Companies have found that training is a key factor in successful business transitions. Today's companies have also found with increased skill levels among employees, there is an increased sense of ownership for their work, as well as higher levels of productivity, quality, and increase in the amount of information shared through employee-development opportunities. (Overmyer-Day 26).

The main purpose of training is to achieve learning objectives. These objectives can be many things but the main one contemporary companies are

looking at is the ability to be successful in the business world. It is important that a company promotes training as everyone's responsibly. (Gill 27) This means for training to be effective it must come from the top and go all the way to the bottom of the organization.

There are executives that believe firmly in the importance of training. They are the ones who are conducting the training. The CEO who believes strongly in the importance of training is Jack Welch, CEO of General Electric Co.. Welch believes that in tough times a company must train more, not less. The reason for more training is to make sure the services from one company are competitive with other companies. It is important the employees who are doing the day to day job feel as good about the training as the top level management. Lawrence Bossidy, CEO of AlliedSignal Inc., stated that "The only way to bridge the gap between where we are and where we want to go is education." Training is important in a quality environment. Training is the backbone of quality, because employees have to be well trained to provide a quality product. (Filipczak "CEOS Who Train" 58)

CEOs think broad-based training is needed to continuously improve the company as a whole. Bill Brandt, CEO of American Woodmark Corp., "believes

level-to-level training is the most important". This means the employees are trained by their immediate supervisors. This type of training is more credible because the employee's boss is doing the training. The accountability factor has to be in the equation at every level. Follow-up is important on a regular basis with level-to-level training. (62)

There are pitfalls in any training programs. The first is employees who are doing the training are not supporting the organizational goals. The second is managers are not supporting the skills which the employees have learned once the employees return to their jobs. (64)

Training of employees is not cheap by any means, but without training a company is substituting the training with poor performance. When a company goes with cheap training they are getting what they pay for. Inexpensive training is not really cheap of course, and when it comes right down to it, cheap training is not effective either. (Filipczak "Training on the Cheap: 29) It is estimated the cost of training will soon rise to \$100 billion. This does not take into account the loss of productivity while the training is going on. (30) Therefore, the training being conducted needs to be effective and beneficial to the employees and the company.

Training professionals feel training would be most beneficial for employees who are short on the skills or knowledge required to do their jobs effectively. The amount of time used for training needs to be minimized to keep the productivity of the employees high. One of the things the training profession sees happening is the overtraining of employees. Training is important but it needs to be accomplished in the most effective and productive way possible. One thing some companies are doing is giving training only to the ones who need it instead of training across the board. This ensures that the ones who will be using the training will get the knowledge and information they need to accomplish their jobs. (30)

Another way to cut the high cost of training is to develop job aids. Job aids are written instructions the employee can take back to the job site and use as reference when they have questions or need more information about a topic. (30)

One thing companies must overcome with their employees is what researchers call teen torment. Training has a tendency to dredge up nightmares from the employees' school days. (Hequet 37) One thing a trainer must do is help the employee clean up the emotional mess which has carried over into the present training. What this is dealing with is the fear of

failure on the part of the employee or the employee not being able to accomplish a given task. Employees put pressure on themselves to learn a new skill or the employee feels they will risk losing their job. (38) All trainers must remember that adults take errors personally and destroying their self-esteem will not make the training any easier. Employees should never be forced to participate if they are not comfortable (40).

Proper support is needed for training to be effective. Some important tools include software programs, training support systems, allowing the trainers to structure individual development plans, and manage the skills and certifications. ("Tracking Training Progress S18)

It must be remembered, learning is related to employee involvement. It has been proven with increased employee involvement, the amount of time required to conduct the learning decreases. During training, the primary factor must be the training not how much time the training requires. It is important for a trainer not to fear silence, because if a trainer uses questions to get involvement they will lose the employees involvement. (53) If involvement is wanted, the employees should be broken up into small groups to determine the solutions to a possible problem. The

small groups allow the employee to give their opinion on a situation and helps them to understanding a problem. The groups help the employees contribute on how to fix or alleviate the problem altogether. (54)

Another good tool companies are looking into for training is the internet. The internet gives the companies a window into the future. Internet allows the company to use computer networking for the improvement of training. The internet enables a company to place its training curriculum on the web. This allows the employees of the company to access the curriculum from anywhere in the world. This system allows easy access, search capability and user-friendly graphical interface. (Overmyer-Day 27)

The internet also enables employee to have a curriculum map, pre-course skill checks and links the employee to the training department. The biggest advantage to the internet is that it delivers up-to-date information at all times. The internet is unique in that a company is allowed to do one update and everyone accessing the web site receives the new information instantly. This benefit reduces cost and improves the overall training being offered. (27)

Research and Summary

Training and development of employees is very

important in production, quality and job satisfaction. If employees are not given the proper training and development, then production, quality and job satisfaction will suffer.

Training and development needs to be mainstream in every company. Both training experts and CEOs of large companies feel that training is important to a company's success. The problem is what is the best way to train the employees?

There is no universal plan for training that will work for every company in the world. This makes training and development difficult for companies.

The cost of training and development makes it important for companies to know what they are providing is beneficial. With all the different types of training and development it is difficult to determine what is the best training and development for a company.

These are some of the questions a company needs to answer to know if the current training and development programs are effective. Without satisfactory answers to these questions, the company could just be making things worse for the employees, who they are trying to improve with their training and development programs.

These questions and the uncertainty of whether training and development programs are effective in the

workplace, brings us to the purpose of this study whether current training and development programs in three different manufacturing environments are effective.

Good and effective training and development programs are important for companies and employees. Without good training and development a company will not succeed in the global job market.

Chapter II

LITERATURE REVIEW

The training and development of employees is a very hot topic in the business world today. Most contemporary companies feel training and development is the only way they will be able to compete in the rapidly changing global job market. The problem companies are facing is just how to do the training and development of employees most effectively. There are many different ways companies can train and develop their employees, but they are finding out there is no universal way in which training or development will work for every company. Companies are finding they must take time and spend the money to develop the most effective method of training.

It is important for companies to differentiate between training and education. Education deals with the intellect of the employee while training is concerned with making the employee proficient at accomplishing a specific task. Effective training allows competence to occur, not the education of the employee. It is important for companies to understand that having knowledge about a skill does not mean the employee is skillful at accomplishing the task (Georges

48).

The answer on how to make employees become proficient is for the employee to practice with an expert under realistic working conditions until the employee is fluent in the task. This gives the employee the ability to do the task repeatedly, up to an explicit standard. When employees do this they are able to get both their minds and bodies together to accomplish the task proficiently (48).

Many different researchers have come up with different ideas on what is the best method for training and development in present-day industries. There is not one researcher that claims their methods is the best for every company. However, the consensus is that each company has to find the method that works for them. Once a company finds the training and development that works best for them, they need to make sure they continue to improve on what they have started to make their employees more effective and productive.

One of the major ways companies are conducting their training and development is by on-the-job training. The increase of on-the-job training, is due to the surge of companies who are looking to become ISO 9000 certified. When a company is looking at ISO 9000, on-the-job training comes immediately into the minds of managers and trainers. ISO 9000 requires companies to

document everything that is completed within the company. Therefore, companies develop procedures on how task should be accomplished. Then someone comes up with the idea that step-by-step procedures would be a great recipe for their company's on-the-job training program (Filipczak "Who Owns Your ..." 46).

There are many advantages to on-the-job training. The problem is most firms do not sit down and actually look at the big picture of what is actually taking place when they are using on-the-job training programs in their workplace (46).

The question that needs to be asked by the companies about on-the-job training is "who owns the on-the-job training program?" (44). This question needs to be examined, because once the ownership is looked at in detail it is often the supervisors who are stuck with the on-the-job training program. The ones who should have the obligation and ownership of on-the-job training are the managers. They may not deal directly with the activity of on-the-job training, but they need to be the driving force behind on-the-job training. The managers are the ones who need to make sure that proper training and development is taking place within the company (46). When on-the-job training is left to the first-line supervisors they tend to see it as a nuisance and do not pay much

attention to on-the-job training. When supervisors conduct on-the-job training, they usually choose an experienced employee who is not a good performer to conduct the on-the-job training. The idea behind this strategy is that the supervisor will get the training accomplished without losing productivity. Supervisors need to realize the experienced individual who is a poor performer is going to pass on the bad habits they use in their everyday work environment. The trainee will now have some of the useful skills and the bad habits to bring to their new job (46).

This type of on-the-job training is looked upon as being the least costly, but the problem is it can become very expensive. A mistake made by an individual who does not have the proper training can cause some very serious and costly production problems. On-the-job training is seen as being free, but this is the farthest thing from the truth. Most managers see on-the-job training as not requiring any instructional design, no classroom time, no materials, and no trainers' salaries, but the hidden costs are ill-trained employees with only some of the skills they need to perform their jobs. This can become very expensive indeed (46).

On-the-job training is no easier to design than more formal training programs. Many of the things

accomplished with formal training are very useful in on-the-job training. These are analysis, instructional design methods and evaluation. The formal training design would greatly improve on-the-job training if companies would take the time to develop them. On-the-job training should be approached as any other type of training. The more structured and formal on-the-job training, the more effective and profitable the company will be (46).

On-the-job training can be a very effective tool for training of employees if done correctly. The one thing companies need to remember is to assess the pros and cons of on-the-job training programs.

Another wave of the future is the virtual organization. A virtual organization is companies that temporarily form alliances with other firms to streamline processes, cut costs and crack new markets. These organizations hope to pool their strengths to exploit a fleeting but lucrative opportunity. Companies large and small are evolving into fluid and flexible entities. Companies are doing this because it is easier to meet and respond to the changing demands of the consumer. All the changes virtual organizations require, there occurs a lot of changes within the individual companies; hierarchies are flattened, customer service is stressed, the focus is on process

rather than task, bureaucratic barriers are toppled, and suppliers are involved in crafting strategy and rewarding teamwork (McIntosh "....." 46).

What makes virtual organization work is the learning systems which have similar characteristics called virtual training organizations. These organizations have flexible structures and systems, so the needs of the organization can be taken care of rapidly. The deference between virtual training organizations and other training programs are as follows: 1. Employees are responsible for their personal growth, not the organization. 2. The best learning takes place on the job, not in the classroom. 3. Improved performance hinges on the relationship of the manager and employee (46).

There is no company who has totally accomplished a virtual training organization, but many are striving to achieve this goal. What make the virtual training organization work is the strategic direction of the company, product-design competency, structural-versatility competency, product-delivery competency and accountability for results competency. The structure of the virtual training program is what makes virtual organizations so effective. By allowing employees to know what the company is striving to do, they are able to find their place within the company (46).

Training is taken to a new level with virtual training organizations. Companies who choose to form a virtual training organization have a firm understanding of the business market where their products and services can meet immediate business needs. Virtual training organizations do not look at the market from one point of view. There is a line-management council which helps to develop the overall vision, rank priorities, allocate resources and determine the general direction of the company. Virtual training organizations also involves the customers, in the development of the product or service. This enables the organization to tap into the diverse needs and resources that the customers have to offer the company. The greatest resource that virtual training organizations tap into is the workforce, which is able to give the organization the leverage of its knowledge. Another resource virtual training organizations use is the suppliers. A company's suppliers can be an integral part of the company's success. Company's have a supplier's support, it is able to continuously improve, because each is leaning on the other to enhance their performance. This also improves the trust and communication the company has between itself and the supplier (48).

Virtual training organization dramatically smashes

the conventional time and space of training. Most employees in a virtual training organization probably will never see the inside of a classroom. A virtual training organization wants to bring into the workplace are lower overhead cost, work-site delivery enhanced teamwork, line manager involvement and helping the employees utilize what was learned into their everyday jobs. The goal is to turn current problems into learning opportunities (49).

There are many things the virtual training organization can do for its employees; the main area is to make employees better and more productive. The other is to help employees assess strengths and weakness, compare their performance against the company's standards, learn about current and future demand for various skills, identify talents needed to become a success, understand career paths and select the right development skills available to them (49).

Virtual training may or may not be the wave of the future, but it provides companies a way to improve their overall performance.

Another trend that is catching on in the business world is companies CEOs becoming involved in the training and development of their employees. Roger Enrico CEO of pepsi, is in the process of training executives on how to training and developing the next

generation. Enrico believes the most important responsibility of a leader is to personally develop other leaders. CEO's of the 21st century are those who will create companies and develop leadership in all levels of the organization. New leaders will create substantial gains in the capital market (Tichy, Derosé 58).

Today's companies are often placing individuals in charge who will be able to develop leaders throughout the organization. Many CEOs believe this type of leadership is the wave of the future and companies of tomorrow. Enrico has raised the stakes by showing what kind of leverage a leader can have when training and development is their central activity (60).

Enrico has developed his own program. Some consider Enrico program like a boot camp. Nine executives are carefully chosen to attend the camp at one time. When these nine are chosen they spend a month before the camp begins developing a growth project with their division president and Enrico. The project must dramatically affect revenue. Each executive receives 360-degree feedback on their leadership style. Once the camp begins, the executives focus on the company's leadership fundamentals, receive feedback and develop a personal vision and action plan for their growth project. By the end of the camp they

are ready to implement their growth plan. The next 90 days is the trial phase for the growth plan. The group will meet again to discuss what worked well and what problems they had with the plan. This type of program has reinforced that communication is no longer a one-way street. The program enables the participants to learn from the CEO and others within the organization. New networks are also developed with other participants. The new contacts assist in making changes faster and gives participants a taste of what it takes to develop a business' high-potential individuals (60).

The goals of PepsiCo are to motivate the employees to be challenged and stretch their skills by giving new managers the OK to make important business decisions. The PepsiCo company has talent that runs very deep in the firm. PepsiCo feels this is due to on-the-job training they have conducted (60).

What employees of PepsiCo were wanting from their CEO was for him to bring his ideas and insight from what he has learned from running the organization and expand their knowledge. Enrico primary goals is to build a relationship with the people who he is trying to motivate (63).

Importance of employee training is so important to some CEOs that they go in front of the classroom, of

employees. These CEOs are the ones who actually conduct the training themselves. This type of training and development sends a powerful message throughout any organization (Filipczak "CEOs Who Train" 58).

Jack Welsh, CEO of General Electric Co. believes that his involvement in training and development is important to the success of the General Electric Co. Welsh has been out reshaping the training of General Electric since the 80's. Jack Welsh has recently taken a more active role in the training of his employees. The CEO of General Electric feels that in the tough times a company must educate and train more, not less. This is a attitude helps the individuals who are trying to sell training, because if the CEO believes in training, then the training and development they need is more readily available (58).

Lawrence Bossidy, CEO of AlliedSignal Inc. was second-in-command under Welsh and is also a believer in training. Bossidy believes the only way to bridge the gap between where the company is and where it wants to be is by educating employees. Bossidy stresses that the employees who are on the floor need to feel as good a about training as the CEO does. Bossidy discovered that training is important in supporting a quality initiative. The types of skills which are being trained are important to Bossidy. Researchers

discovered the so-called soft skills of interpersonal behavior where falling through the cracks (58).

AlliedSignal conducts training in the following way: once the employees acquire the human skills of how to work together. Then the employees are then able to move on to the next step of being taught technical skills. This is important because the employees must first know how to work together before the job skills make a difference to them and their jobs (58).

Another of Welsh's former executives is making his mark at General Signal Corp., Michael Lockhart. Lockhart changed the entire thinking of the General Signal Corp. on training and development. Lockhart believes training and development is important, but training was not important to General Signal Corp. when he took over as CEO. The teaching class is not the only way in which Lockhart believes he can support training within his company. The CEO of General signal Corp. attends courses he feels are important to the success of the company. Lockhart feels that the management and employees look to the CEO to lead the way. It is important for the CEO to lead by example and by letting employees know what is important (60). Michael Lockhart feels the problems with training are two-fold: The trainers do not follow the organizational priorities and the managers are not

reinforcing the skills that have been taught to the employees once they return to the job (64).

Bill Brandt, CEO of American Woodmark Corp. also sees training as an important part of his company. Brandt has attempted many different type of training programs, but none of them seemed to produce the results Brandt was looking wanting. The training which Brandt feels works best for American Woodmark Corp. is level-to-level training (62).

Level-to-level training starts at the top with Brandt. He receives training in an area and then trains his subordinates. Once Brandt's, direct reports have been trained, they in turn train their direct reports and so on. This type of training seems to have the most credibility within the company. An advantage to this is the boss is teaching the employees, so they are more likely to listen when the boss is training than they would to an outsider trying to give them the same training. What makes the level-to-level training the best? The accountability factor that is placed at every level to provide the most effective and productive training possible. It is important that employees at all levels attend a follow-up session or program to make sure the training is effective and helpful to them (62).

The question that comes up in the training of

employees is, "what is the most effective for the employees, the CEO who does the training or CEO who supports the training programs by outside individuals?" (62).

Ned Frey, president of Deveon Consulting feels there is nothing worse than having a company decide it is going to conduct training, but no one within the company has the skill required to be effective trainers or the personalities to train. Frey feels the way a CEO should support training is by attending the training with the employees.

Jack Stack, CEO of Springfield Remanufacturing Corp. feels being part of the training process is important because the employees learn more and so does the CEO (63). The one area that Stack feels is important in any training is the floor must be left open for questions. Even if the questions are ones the CEO does not have the answers for, the questions are still a learning process for both the CEO and the employees. Stack believes the primary goal for a CEOs is to accomplish education of the employees. CEOs are telling the employees when they themselves become involved in training that change is taking place and nothing stays the same. This is telling the employees that continuous improvement must take place. This is reinforced by the statement that firm who have the

best-educated work force is going to be a very dynamic company (63). Stack faults is the training departments default to consultants, which make employees see training as being the flavor-of-the-month, but not really giving any good effective training (64).

Some new training and development programs bring training and development to a new level of empowerment. This empowerment of employees is giving them communication skills, an understanding of where the organization wants to go and increasing what the employees know about process and process improvement (Morris 54). The empowerment of employees is a relatively new idea in the business world. The reason is in the past most managers were training their employees to be disempowered, to simply come to work on a daily basis and be paid for being at work. What companies are realizing is when they do not empowering their employees, the employees believe the company does not care about them (Becker 36).

Some progressive companies have learned their work environment has improved when they empower their employees. The hardest thing managers had to overcome is stepping back and giving employees the responsibility to make decisions. Employees need a limit and a time frame, but when employees are given the chance they will usually come through brilliantly

(37).

All organizations must overcome the road blocks they have created within their own companies. Communication between departments is very important to determining how well empowerment will work. One must remember the best experts are the ones who are on the job every day. It is also important to remember empowering employees does not mean the employees have to be trained to be empowered. They are all ready empowered, because when they are not on the job they accomplish their task. Employees must make their own decisions on how to live their lives. They do it very well, so giving power on the job makes them feel they are important to the company (40).

Companies are also finding they need to look at what they are doing for their employees in their current training programs. One sales company found this out when they did new-product training for their employees. The training classes were making the sales people go to sleep. When the employees finished the training they were not psyched to sell the new product (Liston 63).

It is also important that training programs give the right information to the employees. The employees need to be asked if they are receiving what they need in their current training programs to accomplish the

tasks (64). The company needs to decide if the employees are able to use the information they are given and use the information correctly. Employees need to be shown how to properly use the information they are being given. Once employees have learned new skill they need to practice the skill several times until the skill becomes their own. Practicing the skill makes them part of their everyday job (67).

Training can also be looked at in light of the fact that managers are not the experts everyone once thought they were. This can lead to more peer-to-peer training. What is looked at in peer-to-peer is the areas in which the managers lack expertise in facilitation skills or the skills necessary to manage a classroom (Cusimano 31).

Peer-to-peer training develops team learning and team building. Which in turn develop what most call brainstorming skills. This brings different ideas to the table and allows many different ideas to be looked at once rather than just one idea at a time. The most powerful thing that a manager can ask of someone is, "what do you think?" These allow others to feel they are part of the solution and when they do have input to offer it will be heard (32).

Making a manager a facilitator can be a very rewarding and productive experience for both the

company and the manager. When managers are facilitator they are finding out what other individuals think and are empowering them to the job at hand.

One-on-one training is another type of training which gives the employees individual coaching and makes sure employees' individual needs are met during their training. This type of training enables the employees to obtain training whenever they need it (Leeds 42).

The advantages of this type of training is a smaller financial commitment, just-in-time training, flexible scheduling, ego savers, detailed evaluation and practice, customized training and skill building for trainers (43). All of these advantages are important to look at when one-on-one training is being considered by a company. If a company is able to develop a good one-on-one training program it will be able to improve the overall performance of its employees on an individual basis and make the employees feel important.

The most frequently used method of training over the years is the employment of video training. There are many advantages to video training for a certain task. The training can be completed once and then used over and over to continuously train both new and old employees. Most companies looking for training use the video method because in their minds it can be a time

and cost-saver. The problem which occurs is there are no good general training video that will work for every company in every situation. Also, there are a large number of videos available offering different types of training and it can be very time consuming and difficult to find the right training video (Hequet 45).

One thing to remembered in training of any kind can be either good or bad. It depends greatly on how creatively the training is accomplish. There are many forms of training and each must be looked at carefully before a company decides on what is best for its particular needs. There are pros and cons to all types of training. The pros need to outweigh the cons for the company to select the training and for it to be effective for the company (Munger 55).

With advancements in technology standard training videos are not the only form of training companies are looking at anymore. The newest trend in training is world multimedia. One reason for this increased use of multimedia training is its ability to be interactive and utilize the CD-ROM or the world wide web (Multimedia Training in ...). Another reason for the increase in multimedia training is the company can have the most up-to-date training available to employees at all times. When a company decides to use the world wide web for its training it is opening a whole new

market for itself and improving its overall training (Glener 57). With the increased use of multimedia training there is a decrease in the amount of time needed for classroom lectures, and the amount of manpower needed to accomplish the training also decreases (Bassi, Cheney 32).

Internet training is providing training but not the way most companies believe it will. Most companies are finding internet training is not capable of accomplishing the interactivness they are looking for. Companies envision training by the internet to be similar to interactive multimedia training. Interactive multimedia allows participants to interact with the machine in real time. This enables them to make choices and branch off in different directions. Companies want employees to be able to take tests, get feedback and be reached by text, graphics, animation, audio and video stimuli. The problem is the internet programs are not able to deliver all this to the user at this time (Filipczak "Training on Interanets ..." 27).

All of the details companies want the internet to provide for training are not available yet, but the programs and systems being developed for the internet are improving. No, the internet has not reached the point of the incredible instructional-design

capabilities of full blown multimedia training, but it is becoming closer with the advancement of new programming languages. The new programming languages are allowing users to be able to click on an icon from a web page and software downloads to the users hard disk and activates itself. This allows users to feel like they are actually interacting with the web site and not their own computer (27).

The reason that there is so much hype about training via the interanet, is the super highway of the office place. The interanet is a companies internet, but is used only within its own company. Technologies are poised to deliver real-time skills training over the interanets in the near future. Macromedia has come up with a program called "shockwave" that delivers interactive multimedia over both the internet and corporate interanets. What this program can do is develop a multimedia course that can be run right on a company's interanet. The problem is coming up is the cable carry the data from one computer to another because the space is limited to accomplish the task. Most of the companies do not have the cable space available to carry out the multimedia training, so without this capability it can be very slow and time-consuming to conduct interanet training programs for the employees (27).

What internet and interanet training comes down to is delivering training on the net is more a goal than a reality, companies have a glimpse of what the future can hold for training and development of employees (28).

Training by the internet is not yet a widespread phenomenon, but the definition of training may be too narrow. Effective training can take many forms. Sue Koopman, a trainer for Lawrence Livermore National Labs, feels her form of training on the interanet is as effective as the classroom instruction. The course Koopman has on the internet and the company's interanets consists of reference materials, registration forms, a chat area where employees are able to ask questions of the experts on the subject in a real time method and an end-of-the-course test. The test gives the employees real-time feedback on what they got right and what they got wrong and why it was wrong. Koopman says with the test she is able to give real-time feedback to the employees and if one question is continually missed, then she is able to go in and change either the training material or the question to make sure that the employees are receiving the most effective training possible (28).

Even though internet based training is not yet a common reality, many companies are excited about the

possibilities it offers. Some companies have developed chat rooms and forums into internet training programs, is something that employees never received from basic computer training (29). A main advantage is the ability to update web-training on a central location. This is a major advantage for companies whose training content changes on a regular basis. The web-training allows them to have the most up-to-date training at all times. Internet training will also help in tracking performance of individuals. Companies will be able to track how employees did on each question or exercise and figure out how long it took them to finish each module. This gives the trainers insight on how employees learn material. Live tracking will enable companies to give better and faster feedback to its employees. The internet will enable the trainer to deliver programs for employees on a much faster basis than the old computer-based training allowed, because once the training program is completed, it can go on line and training can begin instead of waiting for copies to be made and distributed (31).

The driving force behind internet-based training is the amount of information transferred among employees. The lines between just-in-time information and just-in-time training become blurred when the result is to increase productivity. This increased in

productivity is what every company is hoping to achieve. The training and development departments of companies need to get on the bandwagon so their firms will not be left behind with regard to new trends in training and development (31).

The use of the internet in all companies is important. Companies must know what their needs are and go about the best way to fulfill those needs. Training and development programs need to keep in mind, is internet training is good and can be beneficial, but it needs to be combined with an on-the-job training program. Employees are able to learn a lot from the internet but on-the-job training must also be available because without this they will have only readied and talked about how to accomplish the task but never experienced it in real life (Byham, Pescuric 51).

Training is a very important component in any company. This can be proven by the amount of attention training and development received from the 1996 presidential candidates. Bill Clinton and Bob Dole both felt that the current training and development available for the nation was not where it should be. Both candidates made it part of their campaign. If training and development is important in a presidential campaign, then it should be important to every individual and company in the world (Caudron).

All the experts feel that training and development of employees is very important, but there are many different ideas about what type of training and development is the most effective. The experts agree that each company needs to go out and find the training and development program that works for them. When companies find the most effective training program, they are able to develop their employees into the most qualified and skilled individuals the company can rely on to accomplish the day-to-day jobs that keeps the company profitable and productive.

There is no one way of training and development that will work for every company in the world, but with the proper research and through trial and error, every company will be able to find the best training and development for them. This brings up the point of the this paper. Training and development is important for every company to conduct and must be effective for both the benefit of the company and its employees. The hypothesis of this paper is that through effective training and development programs employees will be more satisfied with their jobs, and that companies will become more profitable and productive.

Chapter III
RESEARCH METHODOLOGY

The research completed for this study was based on individual surveys completed by employees from three different manufacturing companies. The survey was designed to determine how satisfied employees were, based on the training and development opportunities that the company has been providing them in the present and in past years. The hypothesis which this study is based on is with proper training and development, employees will be more satisfied with their jobs. The surveys measured the effectiveness of training and development that the three different companies are providing each of the participants at the present time and how satisfied the employees are with their jobs.

The subjects were randomly sampled from each of the three manufacturing environments. All of the participants are hourly employees who perform the every day functions required in a manufacturing environment. Two of the companies provide parts for the automotive industry and the third company provides parts for the dairy industry.

The first company is Globe Inc., a subsidiary of Johnson Controls. Globe Inc. manufactures batteries

for the automotive industry. Johnson Controls is one of the largest suppliers of parts to the automotive industry. Globe is a union plant which has been in business for the last 25 years at the present location, while Johnson Controls has been in business since 1951. Globe employs 750 people and it provides training for all of the employees. The participants from Globe Inc. were employees who have been with the company from four months to thirty-six years. This broad range of employees obviously represents a healthy cross-section of training and development programs the company has conducted over the years.

The second company is Donaldson Company Inc.. It manufactures air cleaners for the automotive industry. The Donaldson Company Inc. has been supplying carbonators to the industry for many years. Donaldson Company Inc. is a union facility and employs 250 people. The company has been in business for the last 35 years at the present location. The participants from Donaldson Company Inc. have been with the company from six years of experience to forty years of experience. They receive a wide range of training and development the company has been providing over the years to its employees.

The third company is Hudson Valley Polymers, it

manufactures the rubber teats used on milking machines. Hudson Valley Polymers has been at the present location for only three years. The company has only 30 employees and is a nonunion facility. The employees usually do not have years of experience in the industry so all the employees need to go through extensive training when they are hired. These participants have been working for the Hudson Valley Polymers company from one month to 5 years. Employees need good training and development from the company. The fact that it is a new business and the participants have not been exposed to this type of work environment before.

Subjects

Twenty-five employees were surveyed at Globe Inc.. Each employee was asked to tell whether they were male or female and how long they had been working for the company. Of the twenty-five participants twenty-three were males (92 percent) and two were females (8 percent). The employees years of service with the company ranged from four months to thirty-six years.

Twenty-five employees were surveyed at Donaldson Company Inc., and each employee was asked to tell whether they were male or female and how long they had been working for the company. Of the twenty-five participants, twenty were males (80 percent) and five

were females (20 percent). Their years of service with the company ranged from six years to forty years.

Nineteen employees were surveyed from Hudson Valley Polymers. As before each employee was asked to tell whether they were male or female and how long they had been working for the company. Out of the nineteen participants twelve were males (63 percent) and seven were females (37 percent). Their years of service with the company ranged from one month to five years.

Instrument

The instrument used to conduct this study was a survey on training, development and job satisfaction. Each survey participant was asked to state their level of agreement with nine different statements regarding the training and development opportunities they had received with their present company and their level of job satisfaction.

The questions attempted to determine whether the employees felt the training and development received has benefited them, or whether they would have done better to learn the task on their own without training. The participants were also asked if they felt the training and development they had received from the company had made them a more-well rounded individual.

The survey contained questions on the overall

impact of training as well as how the participants felt their company was performing on its safety training programs. The survey was to determine the general feeling the participants had about training and development that the company was providing and whether the participants felt that the company was doing a good job of training. It also was to determine whether the participants were more satisfied with their jobs overall.

The survey was designed to determine if the training and development that was being given to the employees was adequate in the participants' opinion and with proper training and development, were the participants more satisfied with their every-day jobs? The participants were also asked to state their feelings about training and development and what they felt is important, as far as training and development is concerned. Appendix A there contains a copy of the survey that each participant was given to fill out and return.

Procedure

The surveys were administered on-site at each of the companies. Globe Inc. is located in St. Joseph, Missouri. Donaldson Company Inc. and Hudson Valley Polymers are located in Chillicothe, Missouri. The

surveys were handed out to randomly-selected employees and were completed in about 15 minutes. Each survey was accompanied by a cover letter which explained the survey was being conducted for the completion of a master's degree. Each participant was asked to take the survey and answer all the questions honestly because there was no right or wrong answer, but that its purpose was to determine how they each perceived the training and development they had received and its benefits and disadvantages to them as an employee of the company. The coding used for the surveys was as follows: Globe Inc. was coded as one so that the participants from Globe Inc. could be tabulated as group one; Donaldson Company Inc. was coded as two so that their participants could be tabulated as group two; Hudson Valley Polymers was coded as three so that the answers could be grouped together and analyzed as group three.

All the participants were informed that the group's results would be available to them after the question had been analyzed, if they were interested in seeing the results. Each of the group's results were looked at individually so it could be determined if they felt that training and development was beneficial to them and if they were satisfied with their jobs because of the training and development they had

received. After each company's results are looked at individually, it will be determined if any or all of the groups can be combined into a larger sample pool. If any can be combined, they will, and then these results will also be looked at to prove or disprove the hypothesis.

Data Analysis

The survey was designed in a Likert scale format for ease of analysis. Each participant selected their level of agreement on the questions. The value each participant gave was placed in a computer program and the mean, mode, variance, standard deviation, range, univariate z for each individual group was calculated. If all three of the groups agree on the answers then multivariate z will be calculated on all the groups together. If two of the groups agree and the third group does not, then multivariate z will only be performed on the two like groups and the third group's results will not be figured into the multivariate z value. The level of significance used will be .05 for each of the individual groups. A significance level of .05 will also be used for any multivariate z calculations as well.

Once the univariate z and multivariate z are determined they will all be compared to the critical z

value which is derived from the univariate z and multivariate z tables. If the z calculated is greater than the z critical then the null hypothesis can be rejected and the actual hypothesis can be supported. If the calculated z values are lower than the critical z values then the null hypothesis cannot be rejected so the actual hypothesis of "employees are more satisfied with their jobs if they are given proper training and development" cannot be supported. The hope is that the results from all three groups will support the actual hypothesis.

Chapter IV

RESULTS

The surveys were administered at three different manufacturing facilities. Twenty-five participants were surveyed at both Globe Inc. and Donaldson Company Inc.. Seventeen participants were surveyed from Hudson Valley Polymer. The reason for the reduction in the number of participants from Hudson Valley Polymers is that only seventeen employees were willing to participate in the survey, and the overall population of employees of Hudson Valley Polymers is significantly smaller than the other two facilities.

Globe Inc.

Results for each of the survey questions are shown in the following table for Globe Inc..

Table IV-1

Results for Globe Inc.

	Min	Max	AVG	var	var2	STD
question 1	1	4	2.48	-0.8649	0.0748	1.13
question 2	1	5	3.32	-0.0249	0.0006	1.25
question 3	1	5	3.88	0.5351	0.2864	1.3
question 4	1	5	2.68	-0.6649	0.4420	1.37

question 5	1	5	3.36	0.0151	0.0002	1.16
question 6	1	5	3.44	0.0951	0.0091	1.26
question 7	1	5	3.44	0.0951	0.0091	1.02
question 8	1	5	2.96	-0.3849	0.1481	1.18
question 9	1	5	3.04	-0.3049	0.0930	1.11

mean 3.34

null mean 3

s2 0.217

sd 0.481

sx 0.0321

calculated z 10.591

critical z 1.96

The table shows the results for each of the following descriptive statistics: the minimum and maximum for each of the questions, the average for each of the questions, the variance and the standard deviation for each individual question. The mean or average for Globe Inc. is 3.34 and the null mean is 3. The variance for Globe Inc. is .2170. The standard deviation for Globe Inc. is .4810. The upper limit for each question on the survey is 5 and the lower limit is 1. The size of the range is 4 for each of the survey questions.

The table for Globe Inc. also shows the results for univariate inferential statistics. The sample size for Globe Inc. is greater than 30 so univariate z was calculated on the sample size. The mean for Globe Inc. had the null mean subtracted from it and then the standard error of the mean was divided into the difference of the mean. The calculated z for the Globe Inc. population is 10.591. The critical z for Globe Inc. was then determined from the critical z tables and is 1.96, which is based on an alpha level of .05.

Donaldson Company Inc.

Results for each of the survey questions are in the following table for Donaldson Company Inc..

Table IV-2

Results for Donaldson Company Inc.

	Min	Max	AVG	var	var2	STD
question 1	1	4	2.13	-0.3333	0.1111	1.07
question 2	1	5	2.43	-0.0290	0.0008	1.23
question 3	1	5	2.73	0.2754	0.0758	1.63
question 4	1	4	2.3	-0.1594	0.0254	1.08
question 5	1	5	2.52	0.0580	0.0035	1.46
question 6	1	5	2.73	0.2754	0.0758	1.31

question 7	1	4	2.04	0.4203	0.1766	0.95
question 8	1	4	2.39	-0.0725	0.0053	1.07
question 9	1	5	2.86	0.4058	0.1647	1.22

mean 2.46

null mean 3

s2 0.0799

sd 0.2826

sx 0.0188

calculated z -28.461

critical z 1.96

The table shows the results for each of the following descriptive statistics: the minimum and maximum for each of the questions, the average for each of the questions, the variance and the standard deviation for each individual question. The mean or average for Donaldson Company Inc. is 2.46 and the null mean is 3. The variance for Donaldson Company Inc. is .0799. The standard deviation for Donaldson Company Inc. is .2826. The upper limit for each question on the survey is 5 and the lower limit is 1. The size of the range is 4 for each of the survey questions.

The table for Donaldson Company Inc. also shows the results for univariate inferential statistics. The sample size for Donaldson Company Inc. is greater than

30 so univariate z was calculated on the sample size. The mean for Donaldson Company Inc. had the null mean subtracted from it and then the standard error of the mean was divided into the difference of the mean. The calculated z for the Donaldson Company Inc. population is -28.4616. The critical z for Donaldson Company Inc. was then determined from the critical z tables and is 1.96 , which is based on an alpha level of .05.

Hudson Valley Polymers

Results for each of the survey questions are in the following table for Hudson Valley Polymers.

Table IV-3

Results for Hudson Valley Polymers

	Min	Max	AVG	var	var2	STD
question 1	2	5	4.17	0.1765	0.0311	0.8
question 2	2	5	4.29	0.2941	0.0865	0.96
question 3	1	5	3.82	-0.1765	0.0311	1.16
question 4	1	5	4.05	0.0588	0.0035	1.29
question 5	1	5	3.94	-0.0588	0.0035	1.08
question 6	1	5	3.58	-0.4118	0.1696	1.36
question 7	2	5	4.35	0.3529	0.1246	0.96
question 8	1	5	3.58	-0.4118	0.1696	1.36
question 9	2	5	4.17	0.1765	0.0311	0.89

mean 4

null mean 3

mean	4
null mean	3
s2	0.0813
sd	0.2852
sx	0.0218
calculated z	45.858
critical z	1.96

The table shows the results for each of the following descriptive statistics: the minimum and maximum for each of the questions, the average for each of the questions, the variance and the standard deviation for each individual question. The mean or average for Hudson Valley Polymers is 4 and the null mean is 3. The variance for Hudson Valley Polymers is .0813. The standard deviation for Hudson Valley Polymers is .2852. The upper limit for each question on the survey is 5 and the lower limit is 1. The size of the range is 4 for each of the survey questions.

The table for Hudson Valley Polymers also shows the results of univariate inferential statistics. The sample size for Hudson Valley Polymers is greater than 30 so univariate z was calculated on the sample size. The mean for Hudson Valley Polymers had the null mean

subtracted from it and then the standard error of the mean was divided into the difference of the mean. The calculated z for the Hudson Valley Polymers population is 45.8580. The critical z for Hudson Valley Polymers was then determined from the critical z tables and is 1.96, which is based on an alpha level of .05.

The means for both Hudson Valley Polymers and Globe Inc. was over the null mean. The results for Donaldson Company was below the null. The results for Globe Inc. and Hudson Valley Polymers were combined to determine the multivariate inferential statistics and Donaldson Company was not combined because the results were significantly different from the other two companies.

Hudson Valley Polymers and Globe

Results for each of the survey questions are shown for each company in the following table.

Table IV-4

Results for Hudson Valley Polymers & Globe Inc.

	AVG HVP	AVG Globe	HVP - Globe
question 1	4.17	2.48	1.69

question 2	4.29	3.32	0.97
question 3	3.82	3.88	-0.06
question 4	4.05	2.68	1.37
question 5	3.94	3.36	0.58
question 6	3.58	3.44	0.14
question 7	4.35	3.44	0.91
question 8	3.58	2.96	0.62
question 9	4.17	3.04	1.13

X1-X2 0.8167

sx 0.2571

calculated z 3.1763

critical z 1.96

The table shows the mean of each question from Hudson Valley Polymers and Globe Inc.. The sample population for the two companies was greater than thirty so multivariate z was calculated. The table also shows the difference for each of the questions between the two companies. The difference between the two companies is 0.8167. The pooled standard error of the mean for the two companies was determined to be .2571. The multivariate calculated z for the two companies is 3.1763. The critical z for the two companies was then determined for the critical z tables and is 1.96, which

is based on an alpha level of .05.

Chapter V
DISCUSSION

Summary

The purpose of this study was to determine if training and development that different companies are providing to their employees is effective or ineffective. The effectiveness and success of training and development was measured by surveying employees' opinions about whether it is beneficial to them in their everyday life or job. The study was chosen because of the overall effect training and development can have on employees' performance and job satisfaction. For a company to be competitive in today's global market place, the company must have efficient and productive employees.

The practical aspect of this study is to let the three companies involved in the research know just how well they are doing with regard to the training and development that is currently providing to the employees. Most of the companies see training and development as being effective, but they have never asked the individuals who are actually receiving the training and development whether it is truly beneficial

to them in their everyday jobs.

The theoretical aspect of the study is the results. The results derived from the three different companies can be examined by other companies to help them make sure that the training and development they are doing is effective. The company also needs to do proper follow-up with employees to insure that training and development the employees are receiving is beneficial to them and the company.

The goal for every company should be to provide the most effective and cost effective training and development possible for every employee. All companies must make sure the training and development is the most effective and beneficial to the employees, because for a company to survive in today's global market they have to be very efficient and productive in everything they do in the manufacturing of their products.

The results derived from the three different companies were very similar to what other research has revealed about training and development. This research indicates the better the training and development employees receive the more satisfied they will be with their jobs.

Globe Inc.

Globe Inc.'s employees felt that the company was

doing an adequate job in training and development, and they were fairly satisfied with their jobs overall. Globe Inc. employees did feel the company could improve on the types of training and development they were being given.

However these results were substantiated in that the calculated z for Globe Inc. was 10.591. The calculated z was significantly greater than the critical z of 1.96, which was based on an alpha level of .05.

Donaldson Company Inc.

Donaldson Company Inc.'s employees felt the company was doing a poor job of training and development and they were more dissatisfied with their jobs than either of the other two company's employees. Employees felt their company really needed to make more of an effort in training and development. Employees from Donaldson Company Inc. stated training and development of any kind would be beneficial to them.

The results were substantiated in that the calculated z for Donaldson Company Inc. was -28.4616. The calculated z was significantly less than the critical z of 1.96, which was based on an alpha level of .05.

Hudson Valley Polymers

Hudson Valley Polymers employees felt the company was doing a wonderful job of training and development. The employees felt that all of their training and development was very beneficial to them and they were very satisfied with their jobs overall.

The results were substantiated in that the calculated z for Hudson Valley Polymers was 45.8580. The calculated z was significantly greater than the critical z of 1.96, which was based on an alpha level of .05.

Hudson Valley Polymers and Globe Inc.

The research was also supported by the multivariant calculation of z for the results from Hudson Valley Polymers and Globe Inc.. Both companies' employees felt that their companies were doing an adequate or superior job in their training and development programs and the employees were satisfied with their jobs.

The multivariant calculated z for the two companies was 3.1763, which is significantly greater than the critical z of 1.96. The critical z is based on an alpha level of .05.

Researchers on training and development state that the more training and development a company provides to its employees, the more satisfied the employees will be

with their jobs. The research for this paper does in fact support the theories and findings of the other researchers.

Hudson Valley Polymers, which provides extensive training and development, has the most satisfied employees. Globe Inc., which provides some training and development, has moderately satisfied employees, but with more training and development they could become more satisfied. Donaldson Company Inc., who provide little to no training and development, have the least satisfied employees and really need to look at their training and development programs.

The hypothesis that "with proper training and development employees will be more satisfied with their jobs" is proven by Hudson Valley Polymers and Globe Inc. results. The employees of both of these companies are more satisfied with their jobs than are the employees of Donaldson Company Inc..

Hudson Valley Polymers and Globe Inc. both had means greater than three, so the results were greater than the null mean of three. With a mean above three the calculated z was greater than the critical z and this allowed the null hypothesis to be rejected and the actual hypothesis to be accepted.

When the results from Hudson Valley Polymers and Globe Inc. were combined the calculated z was greater

than the critical z . This allowed the null hypothesis to be rejected and the actual hypothesis to be accepted.

Donaldson Company Inc. results would not allow the null hypothesis that "proper training and development does not affect job satisfaction" to be rejected but it did not support the null, either. Donaldson Company Inc. employees are not satisfied with their jobs and are not satisfied with the training and development they are receiving from their company. The results were less than three, so calculated z is less than the critical z and this does not allow the hypothesis to be accepted.

The interesting point that Donaldson Company Inc.'s results bring out is the employees do not feel the training and development the company is providing is adequate enough and they are not satisfied with their jobs. Thus, it would be interesting for more research to be conducted on Donaldson Company Inc..

Limitations

The survey was very straight forward, and easy for each participant to follow. Some of the participants did not feel the purpose of the survey was important enough to them to do a study on. So the individuals provided their own feedback on what they thought the

study should be conducted on. Other participants wanted more training and development and felt that any type of training and development would be beneficial to them. Some of the participants did not totally complete the survey so their results had to be disregarded because they had only answered some of the questions.

The survey was very easy to complete and most of the participants did not have any problems with its format. They just did not always agree with what the survey was trying to determine.

Once the data were collected there were no problems with the analysis of the data. The Likert scale was very easy for the participants to follow. There was no evaluator bias present in this study because the Likert scale format was used to avoid such bias.

Suggestions for Future Research

If a study is conducted again on this topic, several different things should be looked at before the study is carried out. The number of companies should be increased to have a wider range of years for which the companies have been in business. It would be interesting to see if employees are more satisfied in newer companies and less satisfied in companies they

have worked at for many years. Also companies should be chosen that have very in-depth training and development programs and others companies who do not have indepth training and development programs.

If would also be interesting to compare companies who are owned by Americans and by foreign owners. This would give an indication if there are large differences in training and development when companies are owned by individuals from different countries.

It would be interesting to also survey some of the very large Fortune 500 companies and some of the mom-and-pop operations which are prevalent today. This would show if the different companies go about training and development differently and if the Fortune 500 employees are more satisfied than the employees who work for the mom-and-pop operations.

The survey is a good general measure so it could be used for any company whether it provides training and development or not. The survey asks the participants to select their level of agreement for each of the questions on training and development.

The statistical tests used were very appropriate for this type of test. The results received from the Likert scale were easy to tabulate, and it was easily the best method to use because of the population size. Nothing needs to be changed in the calculation of

results for any further research.

It would also be interesting to go back and resurvey Donaldson Company Inc. after training and development has been conducted. This would allow a researcher to see if training and development would actually increase job satisfaction at the Donaldson Company Inc. facility.

Appendix A
Cover Letter

April 5, 1997

Dear Survey Participants:

My name is Lora Applebury, I am conducting a survey on training and development for my master thesis. I would greatly appreciate if you would complete the attached survey. The survey should take no more than 15 minutes.

Your answers will be used for research purposes only. Your responses will be total confidential and there are no right or wrong answers, so please candidly answer all the questions.

I would like to thank you in advance for taking the time to fill out the survey. Your answers will be very beneficial to my research project.

Sincerely,

Lora Applebury

TRAINING AND DEVELOPMENT SURVEY

Below are some question, please circle the response that states your agreement level. This survey is confidential and will be used only for research purposes, so answer all questions honestly.

- 1) Gender: Male/Female
- 2) Number of years of service: _____
- 3) The company provides proper training and development for me.

1	2	3	4	5
-----	-----	-----	-----	-----
strongly disagree	somewhat disagree	neutral	somewhat agree	strongly agree

- 4) The training given is helpful in my everyday job function.

1	2	3	4	5
-----	-----	-----	-----	-----
strongly disagree	somewhat disagree	neutral	somewhat agree	strongly agree

- 5) Tuition reimbursement is beneficial to me.

1	2	3	4	5
-----	-----	-----	-----	-----
strongly disagree	somewhat disagree	neutral	somewhat agree	strongly agree

- 6) Training is an ongoing process with my company.

1	2	3	4	5
-----	-----	-----	-----	-----
strongly disagree	somewhat disagree	neutral	somewhat agree	strongly agree

- 7) The training the company provides is beneficial to me.

1 2 3 4 5
|-----|-----|-----|-----|
strongly somewhat neutral somewhat strongly
disagree disagree agree agree

- 8) Training and development is more beneficial than learning a job by myself.

1 2 3 4 5
|-----|-----|-----|-----|
strongly somewhat neutral somewhat strongly
disagree disagree agree agree

- 9) Safety training provided by the company is adequate.

1 2 3 4 5
|-----|-----|-----|-----|
strongly somewhat neutral somewhat strongly
disagree disagree agree agree

- 10) The training and development provided by the company make me a more well rounded and marketable individual.

1 2 3 4 5
|-----|-----|-----|-----|
strongly somewhat neutral somewhat strongly
disagree disagree agree agree

- 11) Overall I am satisfied with my job.

1 2 3 4 5
|-----|-----|-----|-----|
strongly somewhat neutral somewhat strongly
disagree disagree agree agree

- 12) In the space below feel free to add any comments on training and development.

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