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MASTER'S DISSERTATION (PROJECT)

“Impact of training programs on employee job satisfaction, motivation and turnover on the comparative example of retail branches and franchises”

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Abstract: For every company that wants to grow in its industry and remain a competitive employer, one of the important points is the availability of training programs for its employees. In the modern world, the availability of these programs are used as benefits when searching for the best candidates. In this article, we will tell you about the impact of training programs on employee job satisfaction, motivation and staff turnover using the comparative example of retail franchises and branches. You can also get acquainted with why it is good for some to have these training programs, but not for others, and why, after all, retail companies that work as a branch have more success in this area.

Introduction

Training programs play an important role in companies, they can affect employee indicators such as job satisfaction, motivation and turnover. For any company that wants to grow and remain competitive in its market, a training program is an integral part.

Researchers point out (Steven and Timothy, 2017) that training programs and employee training help maintain their competence. In today's world, where everything is changing very quickly, it is very important that the organization's employees receive and improve their skills through various training sessions. Studies have shown that in the United States alone, organizations spend about \$70 billion a year on training and retraining their employees, while other organizations around the world spend about \$130 billion each year on various trainings.

In this study, we tried to find out how training programs affect job satisfaction, motivation and employee turnover in the example of retail branches and franchises. As it turned out, in branches where management comes directly from the company's head office, the level of these indicators is much higher than in franchises.

Aims

The objectives of this study were motivations to show how training programs in the company affect job satisfaction, motivation and employee turnover. As we wrote above, we know that training programs are an integral part of any developing company, but we were faced with the task of finding out what gives a retail branch to achieve more success in the issue of training than companies that operate under a franchise.

In order to achieve the research goal, we will analyze the data in the literature review, studies that were conducted earlier, as well as the results of the analysis of surveys, as well as interviews with employees.

Research objectives:

- To determine how training programs affect job satisfaction, motivation and staff turnover in a comparative example of retail franchises and branches;
- Determine the level of employee satisfaction;
- Determine the level of motivation of employees;
- To identify the impact of trainings on staff turnover.

Research questions:

- Can retail training programs really affect employee job satisfaction, motivation and staff turnover?

- How do retail branches achieve greater success in the issue of trainings than franchise companies?

Research hypothesis

One of the hypotheses remains that the availability of training programs may be one of the factors affecting job satisfaction, motivation and staff turnover.

Employees of retail branches have a higher level of job satisfaction and motivation than franchises, due to the fact that they pay more attention to training programs, which in turn directly affect these indicators.

Scope of study

This study covers retail employees who work in branch organizations, as well as in franchises. The study involves employees of retail franchises and branches of the city of Nursultan, who have been working in the company for at least 6 months and are not engaged in managerial positions.

Literature review

Introduction

Numerous studies were conducted on the impact of training programs on employees themselves and on the development of the company where they work. Nowadays companies should realize, that using human resources in the right way directly affects their growth and development. This literary review examines research and articles that show the importance and gives readers an understanding of how now in the modern world, the development of a company is directly related to their methods of managing human resources within the company.

Researchers indicates (Stephen and Timothy, 2017) that training programs and employee training help keep them competent. In today's world, where everything is changing very quickly, it is very important for employees in the organization to get and improve their skills through various trainings. Research has shown that in the US alone, organizations spend about \$ 70 billion a year on training and training their employees, while other organizations around the world spend about \$ 130 billion each year for different trainings. In the past, education played a formal role, which has been prepared in advance, and she was carrying a more structured character. In our time, human resources and their management within the organization plays a huge role. Many organizations now have formal and structured employee training, but most organizations also have an informal training format where employees help each other solve some problems, exchange information, and arrange brainstorming. So we can say that now, what was considered a waste of time is considered the norm among managers.

A recent study Deslerr (2007) demonstrates the role of training programs within any organization. Even the most high-potential employees from time to time just burn out, or they just start improvising, and start using up the company's resources by doing nothing. According to the study, three-quarters of people in their 30s start looking for new positions due to lack of professional development through various trainings. In today's world, more employers are beginning to realize that they can retain or attract the best employees from the industry through various training programs and training of their employees. For example, you can take the Coca-Cola company, where they have development plans for each employee in the company, training

and developing their leadership skills, so the company retains its employees and attracts the best. Also, according to the author, we must understand that learning cannot always work wonders. To paraphrase the head of Google's human resources Department, we can attract and hire very ambitious and high-potential talented people, or we can take average people and train and develop them. For business, the second option is the most suitable, since it is more or less profitable for the organization as a whole and it gives more guarantees that the employee raised by the organization itself will remain in the company for a long-term period (Deslerr, 2007).

Some studies (Colarelli and Montei, 1996) have pointed out that in a globalized world where everything is changing at a high rate, it is very important that the company remains competitive, and in its own way for such companies, training becomes more and more important. There is a big debate among specialists and scientists about the impact of training programs on job satisfaction, employee motivation and turnover, as well as on the development of the company as a whole. One study (Colarelli and Montei, 1996) claims that training programs can negatively affect an employee while increasing turnover, while (Becker, 1993) claim that the opposite helps retain employees, which is the key to the success and development of the company. Regardless of how others argue about the impact of training programs on employees, most management professionals have come to the conclusion that in-house training programs are a complex practice in human resource management, which in turn will have a very significant impact on the growth and success of companies (Scot 2007).

As noted by Hitt et al. (2014), people looked at the human resources Department in a company as a human resources Department that deals primarily with documentation, hiring, and firing employees, rather than as a Department that develops the company's strategy. But in the modern world, the perspective of the human resource within the organization is changing, and year by year, human resources management takes on a broader spectrum than the department that was only engaged in recruiting (K. Moore and R. Furlong 2010). Thus, during the review of the company's strategy plan, executives began to pay more attention to the current and future capabilities of their employees in order to create a competitive environment. (A. Clardy 2008).

After reviewing articles we can say, that training programs directly impacts employee's commitment, turnover, motivation and their behavior within the company (Scot 2007). As mentioned above all this together directly affects the growth and development of the company.

Training and Development

In this situation, training and development are regarded as critical to the organization's success. In today's environment, numerous organizations are concerned about employee training and development. Most businesses have recently concentrated on the total personal development of all of its employees, as can be observed. According to Ristow (2009), a company with highly skilled and trained staff has a higher rate of success. Furthermore, it is via ongoing training and development that employees' efficiency improves over time. Enterprise-sponsored training and development programs give a platform for employees to improve their efficiency. According to Engle (2008), everyone in an organization works according to their skills and talents. Individuals can develop their skills through training and development programs. Individuals can develop their skills through training and development programs. Individuals' total personal growth is the objective of the training and development program, it can be argued. Business operations and training and development programs have shown their success in a variety of ways (strategic human Resource Management, 2006). Employee efficiency and capacities improve as a result of the training and development program. Furthermore, the training and development program helps staff increase their knowledge base and presentation skills. It is clear that certain employees must perform many tasks. Furthermore, they must properly coordinate their tasks. Employee priorities are determined by the training and development program. As a result, they are able to complete

multiple jobs at once, resulting in greater staff productivity. Training and development programs are currently considered to be quite significant in nature in order to support research.

Training and development programs, according to Denisi, Budvar, and Varma (2008), give an organization an advantage over competitors. A trained personnel can help a business sustain operations. With the united efforts of a qualified personnel, each business unit seeks to sustain operations. It is feasible to improve staff qualifications through the use of training and development programs. The training and development program aids in the shaping of employee behavior and efforts in order to attain long-term corporate objectives (Brown, 2003). The training and development program's purpose is to support the company's attempts to redirect employees' efforts toward similar goals. The communication gap between management and employees is being bridged thanks to training and improved training programs. A variety of issues might arise in an organization's operations. With the active participation of employees, the organization's challenges can be solved. When the staff efficiently utilizes their abilities and talents, a company unit can run smoothly. Fan (2009) suggested that an experienced and skilled person can supply solutions to an organization's challenges without putting in a lot of work. Learning and development programs, according to Hafiz and Aburavi (2013), are viewed as a tool that can assist a business unit in a variety of ways. The effectiveness of training and professional development programs in nature is examined in depth further down.

Developing human resources

The business unit is able to establish a complete professional and skilled workforce through training and development programs. Training, according to Kearns (2010), is a method for developing talented employees from untrained persons. As a result, training and development programs provide a foundation for the growth of an effective workforce within the organization. Human resources are seen as a critical component for an organization's success. The cornerstone for successful operations inside the business unit is believed to be trained staff personnel. As a result, training and development programs can be considered to result in the efficient development of human resources.

Obtaining business objectives

In order to achieve short- and long-term business objectives, the organization must focus all of its employees' efforts on the same objectives. The business unit is able to properly communicate all of its objectives to employees through training and development programs (Snell, 2012). Furthermore, training and development programs assist in directing employees' efforts toward meeting organizational goals. Employees should be driven toward achieving common goals, according to Youngsoo Choi (2014). The training and development programs assist in bridging the gap between employee interests and company goals. As a result, it is reasonable to conclude that corporate objectives can be met when staff are properly trained. In opposed to an untrained workforce, skilled and talented employees produce great value for the company (Boella and Goss-Turner, 2013). As a result, training and development programs can be said to aid in the fulfillment of company objectives by directing employees' efforts in one direction.

Competitive advantage

Businesses that hire talented employees have an advantage over their competition. Organizations with a trained and qualified personnel are likely to execute more efficiently, according to Dimba (2010). The high degree of value creation by talented workers is thought to improve the organization's competencies. As a result, the training and development program can be considered to give an advantage over competitors. Skilled employees are more likely to provide significant value to the company's operations. In today's competitive environment, the business unit should employ a variety of techniques to boost profitability and company performance.

Employee efficiency is improved through training and development programs. As a consequence, the organization's operational excellence is instilled (Hafeez, 2009). In turn, the highly efficient operation aids the organization's attempts to compete. As a result, it may be claimed that a training and development program aids in the organization's ability to compete. As a result, training and development programs might be considered a source of competitive advantage for the business unit in question.

Enhancing company performance: Employee engagement is seen to be critical to overall corporate performance. The business unit can increase the performance of companies through training and development programs. The organization's professional and talented staffs are regarded as vital resources (Harris and Brewster, 2003). Training and development programs that improve personnel abilities and talent have been shown to improve the organization's performance. The business unit is able to define the organization's requirements among personnel through training (Fox, 2008). The talented employees contribute to the company's success. It is possible to assert that the training and development program improves business.

It has been observed that training and development programs aid in the organization's growth and development. The organization is anticipated to increase sales by improving the retail firm's efficiency. Furthermore, it has been determined that management improves firm sales by utilizing highly experienced and knowledgeable employees. Revenue accounts for the majority of the company's cash intake. Profitability within the business unit is improved by the development of high levels of revenue. It is clear that today's corporations encourage their staff to prioritize client satisfaction. As a result, it is reasonable to conclude that workers have an influence on revenue generated by the company. Within the United Kingdom, the retail industry is rapidly expanding. Salespeople make up the majority of staff in retail establishments. Increased sales prospects in the retail industry are a result of the ongoing training and development program. Employee effectiveness improves significantly, according to Stockdale and Kühne (2007), when training and development programs are implemented. Furthermore, direct interaction between staff and consumers has an influence on the customer's brand image. The business unit is able to expand the capabilities of its staff through a constant training and development program. Employees benefit from a constant training and development program. According to Regis (2008), the efficiency of employees determines the success of a corporation. The efficiency of employees is thought to increase the overall performance of enterprises. When personnel are very efficient in nature, the business unit can achieve long-term growth. According to Haines and Bandth (2002), income is made when staff assist clients in making proper purchase decisions. The training and development program is now claimed to have an influence on the business unit's growth. The company is able to increase staff productivity, which leads to increased income for the business unit.

According to Cartwright (2005), a good training system has a favorable impact on the skills and performance of employees inside a business, allowing the organization to give new career prospects to employees. As a result, retail organizations are able to keep effective people inside their business entities, ensuring that management receives adequate services from employees in sales and other departments for a long time (Analoui, 2007). This strategy is thought to contribute significantly to a retailer's revenue. According to a research by Boella and Goss-Turner (2013), job happiness among employees has a significant influence on retail sales and income. The author goes on to say that training impacts staff members' capacity to conduct various work operations in an acceptable manner, which has a good impact on employees' perceptions of the organization's various activities. Employees are recognized for specific work in the organization when they complete certain duties within a set time range using their particular abilities and expertise. All of these elements influence employee job satisfaction and morale, resulting in employees giving their all to improve the firm's sales (Zoltners, Sinha and Lorimer, 2008). As a result, it appears that training, work happiness, and sales potential for the organization are all interconnected. Training

and development activities inside retail firms, according to Ingram and et al. (2012), improve creativity and learning of many new strategies for product creation, marketing, consumer survey, customer handling procedure, and so on. The variety of items and services supplied in retail appears to have a considerable impact on the profitability and sales of retail organizations. In addition, product price and quality of goods appear to have a substantial impact on customer purchasing decisions. As a result, training aids retail firms in promoting innovation among personnel associated with the company's research and development team (Storbacka and et. , 2009). They are able to create some unique products and services by utilizing their ingenuity, which gives the organization a distinct image. Retail organizations create sales chances by delivering certain distinctive items and services.

Employee training is one of the most essential factors that determines a company's performance and growth in the retail industry by optimizing sales potential. In this context, numerous aspects linked with employee training have been recognized as playing a key impact in the creation of sales possibilities. In this regard, Brown (2003) discovered that communication skills are considered to be the most significant part of sales executives inside retail organizations, having a direct influence on staff productivity and client handling procedure. It has been stated that retail companies are needed to give personal development training to salespeople so that they can confidently communicate with customers and superiors (Fan, 2009). Author goes on to say that good communication skills help salespeople transmit customer concerns to senior managers in an acceptable manner and handle customer issues in retail stores. This component has an impact on consumer perception and purchasing behavior, which are two of the most essential elements in maximizing sales prospects.

According to Snell (2012)'s study, customer surveys are the most significant part of a retail company's ability to get shopper feedback and understand their needs. Management must conduct a systematic survey in this process, with workers playing a critical part. The researcher went on to say that training helps personnel manage various aspects of customer surveys, such as data gathering and analysis, in an acceptable manner. It has an impact on result consistency.

Complaints and incorrect sales following services appear to have a significant impact on a retailer's goodwill and brand value. It also has an adverse effect on future sales possibilities. In this regard, Zoltners, Sinha, and Lorimer (2008) concluded that after-sales service quality and customer complaint management may be handled by a group of professionals from several departments. To develop employee competence for h. According to Boella and Goss-Turner (2013), a proper customer survey covers a diverse range of data about buyers' wants and preferences. Retail organizations adjust the features, quality, and pricing of existing items based on market research findings, and introduce new products (Hafeez and Aburawi, 2013). All of these characteristics have had a substantial impact on customer perceptions and sales potential. In order to handle customer complaints, retail management must arrange several sorts of training programs based on staff knowledge. The author went on to say that senior managers or outside coaching institutes should teach employees so that quarries and complaints may be handled in a methodical manner via emails, phone calls, websites, and walk-ins (Kearns, 2010). A well-trained customer care personnel can handle any client concerns about products and services. Knowledge of the customer service process enables staff to communicate client concerns to upper management, allowing for various modifications in the retail organization's products (Youngsoo Choi, 2014). This factor impacts customer satisfaction and lays the groundwork for future purchases. The evaluation of queries and ideas from customers also aid senior management in improving service quality and product characteristics. On the basis of this assessment, it can be concluded that the quality of sales after-sales services is greatly influenced by the skills of staff members, as a result of which management is able to appropriately satisfy all customer needs, which has a direct impact on future sales opportunities and revenue (Ingram and et. , 2012).

According to (Dimba, 2010), employee training has a substantial impact on employee morale and motivation in the retail sector. Furthermore, it was shown that highly engaged employees had a vital impact in increasing business entity sales as well as future sales potential. They discovered, via their research, that training affects employees' skill and competencies in managing various work activities. Employees' skills and efficiency are improved, and new chances for professional progression within and outside the business are offered (Harris and Brewster, 2003). All of these factors contributed to the increased morale of employees in various sections of the retail company. Furthermore, Storbacka ' et al. (2009) found that an increase in employee motivation has a favorable influence on individual productivity and performance, such as meeting sales targets and providing the finest services to customers. These elements are referred to be major motivators since they drive customers to buy more of a retailer's products and services (Stockdale and Kühne, 2007). This aspect allows managers to establish new sales chances in the future.

Training programs in the company

Clothing Retail branches

Research Methodology

Survey among employees. Since this study was conducted between retail companies that operate as a branch and a franchise, it was decided to conduct a survey among employees who work in two different type of organizations.

For conducting the research was selected a purposive simple, because the research topic requires specific respondents who are more competent in the aims and questions that are raised in this research. The survey method was used for data collection because this method is considered a very simple and hassle-free way to find out things, it also helps to reach the research aim using research goals that take place in the survey.

Qualitative re, search based on in-depth interview. Purposive sampling which defined as non-probability sampling.

The timeline including draft submission

Deadline	Tasks
January	Making adjustments to the research proposal (Research questions, hypothesis) and addition to LR
February	Choosing a research method and planning
March	Data collection for analysis according to the chosen research methodology
April	Conducting an analysis with final conclusions

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For the survey were selected approximately 60 employees from six stores (three from each) and the format was conducted in google form anonymys survey.

3 Inditex Kazakhstan stores were selected to conduct a survey among the employees of the branches. And 3 Fashion Retail Group LLP stores were selected to conduct a survey among franchise employees. Employees who participated in the survey were hired at least 6 months before the survey.

For conducting the research was selected a purposive sample, because the research topic requires specific respondents who are more competent in the aims and questions that are raised in this research. The In-depth or unstructured interview method was used for data collection because this method is considered a very simple and hassle-free way to find out things, it also helps to reach the research aim using research questions that take place in the interview.

For the interview were selected five respondents and the format was conducted in offline in compliance with all health standards during the pandemic (social distance, wearing masks).

Fieldwork was undertaken in places that agreed with respondents during dates 14.03.2022 – 28.03.2022, first interviewee who works in FRG as a Store Manager appointed meeting in his office during his break. Second respondent, who works as a Department Manager at one of the stores that owned by FRG invited me to his store. The other two respondents were assigned a meeting at a convenient location.

Data Collection and Analysis

Based on the survey results, we have made several preliminary conclusions. The first group, which refers to the branch, responded positively about the awareness of training programs in companies (90%), while the other group, which refers to the franchise, were much less aware of the current training programs in their companies (35%). Despite the different answers, both groups indicated that they are actually motivated by the availability of training programs that focus on their professional development, 80% and 67% respectively. We also noticed that the level of development of corporate values are at different levels, which can either reduce or improve the satisfaction of employees in companies. Because according to the survey results, franchise employees indicated that they share less corporative values within the team, as well as in the manager's relationship with the employee. As indicated above, this may be the result of the fact that franchise companies, in-depth training programs fade into the background, as well as a slight difference or failure to follow the replication of corporate values could lead to negative results. While the employees of the branches are aware of their available programs, and they also pay more attention to their availability when applying to the company. Also, direct management helps companies maintain a higher level of corporate culture, which in turn increases team cohesion, increasing motivation and employee satisfaction.

After analyzing the data that was obtained from several respondents through interviews, we can say that for each company, their employees remain the most important resources. One of the respondents noted that using the right human resources within the company can be successful in the development of the company. Since many respondents work in the retail industry, they noticed that trainings within the organization are mainly aimed at improving customer service, which directly affects the company's performance. Thus, companies have training programs that everyone needs to master (such as company standards), and there are also special trainings that allow professional growth of the employee and the company as a whole. Respondents who are engaged in the promotion of employees within companies claim that growing a future Manager from ordinary employees saves money and resources of companies, at the same time it can be very costly, because no one knows how long this employee who has been trained and spend money and resources of the company stay in the company. Thus, it is also important to choose the right employees for such specific programs.

Diversity plays a big role in the company, and it can affect employee motivation, turnover, and job satisfaction. One of the respondents said that during a conversation with employees, he realized that after some time, new employees or those employees who did not have a chance to learn new things and learn new skills through training, motivation and job satisfaction drop, which in the end will lead to burnout and subsequent dismissal of the employee. To keep employees interested and motivated in the company, it is necessary to conduct regular trainings that provide new knowledge and skills, which in turn will affect employee job satisfaction within the company. As one of the respondents told a little secret, the company sometimes tries to retain its competent employees through training programs.

Respondents also noted that training programs mainly depend on the company's performance. Thus, if a company notices any weakness in some area, they work to improve that area. For example, if the company's sales have fallen, the company will provide its employees with sales training, which in turn will help the company increase revenue. To do this, the respondents' companies monitor the KPIs of their employees, some on a monthly basis, and some on a quarterly basis.

Conclusion

For the development of the company and the competitiveness of their employees, the availability of training programs plays an important role. Training programs are also used as a tool to attract young talent and retain competitive employees in the company. In our global world where everything is changing so quickly and where young talents do not adapt to the company as in the old days, but they themselves adapt to the companies where they want to work. In our time, to maintain high levels of motivation and job satisfaction of employees, a good salary will not be sufficient. Every employee, when he reaches his maximum in the company, changes his values and the salary may go by the wayside. Given this, every company that wants to develop and remain competitive in its industry must understand the importance of having high-quality training programs for its employees.

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Are you aware of the training programs available in your company? Are there training programs in your company that are more focused on your professional development?

Does the presence of training programs in the company motivate you?

Does training companies help to increase your job satisfaction if they increase your professional level?

Was it important to have training programs for professional growth when applying for this company?

Are you motivated by doing your job?

Do you enjoy your work?

Do you see career opportunities in your company?

Do you regularly receive feedback from your manager and does the manager act as a mentor?

Do you get enough information from your manager?

Does the manager encourage your professional development?

Do you share the corporate values of your company?

Do you think that your team lives and acts following the corporate values of the company?

Does your manager follow the corporate values of the company in his work?

Can the absence or presence of "weak" trainings affect your further departure from the company?