

**EFFECTIVENESS OF TRAINING AND DEVELOPMENT PRACTICES - A
STUDY OF RITES LIMITED, GURGAON.**

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ABSTRACT

Training and Development is the most important function in any organization, it increases the efficiency and overall effectiveness of the organization. The aim of this paper is to study the perception of the employees towards the training and development sessions being conducted by the organization, and to find out the impact of training and development on job satisfaction and career development of the employees. The study was conducted at RITES limited, a government enterprise. A total of 165 employees in the organization were administered a structured questionnaire for this study. In this study one sample and independent sample t-test, and regression analysis has been used to interpret the data collected. The results reveal that the training and development practices used by the organization are effective & there is no significant difference between the perception of male and female employees in the organization towards the effectiveness of training and development practices. Result also shows that there is a significant impact of training and development practices on job satisfaction and career development of the employees.

Keywords: Training and Development, Effective Training, Employee Perception, Job Satisfaction, Career Development.

Introduction

Training and development practices have increased its importance in today's environment where jobs are complex. In this era of global competition and rapid change, organizations are more concerned to make the best use of Human Resource capital therefore training must be provide to the employees to utilize and increase their level of skills and knowledge. Employer directly depends on the quality of their employee performance to achieve organization goals and

objectives. Training and development programmes are designed to attain some specific objectives i.e, knowledge, skills, aptitude and overall personality development. The Success or failure of any training programme depends upon its effectiveness and attainment of training objectives. The positive perception of employees towards the training programme also contributes to the success of the training. Effective training should contribute to the growth and development of the employee's motivation and competency. Employees also have motivational needs, which should be met through job satisfaction. Effective training programme should provide job satisfaction to the employees, which will increase the productivity and overall efficiency of the employees and the organization. Training and development is very important for employees in doing the job and it also helps in improving the Knowledge, Skills and Attitudes of the Employees. Training increases the complete knowledge about the job as well as it influences the productivity and efficiency of both the employees and the organization. Therefore, it is necessary to know the perception of employees towards the training program, their level of acceptance and confidence after the training program.

As training and development program is an integral part of an organization in order to update the knowledge and skills of the employees, it is with the aim the study is carried to ascertain the effectiveness of training and development program in RITES Limited.

Review of Literature

Several studies and surveys have been conducted over the past few years on the training and development effectiveness and each of them have revealed different facets of the term.

Boopathy N. (2014) conducted the study to analyze the perception of the employees towards training program and to identify the reasons that motivate the employees for training. The result shows that equal treatment is not given to employees in the training session that leads to lack of motivation and ineffectiveness of training programs.

Md. Rahman M. and Md. Rahman A. (2013) had focused to find the effectiveness of the training program in context to PCB's of Bangladesh. This research reveals that training objectives are not well communicated beforehand although the banks are aware of programs but, the quality and implementation are not planned properly.

Sahinidis A. and Bouris J. (2008) conducted the study to investigate the relationship between perceived employee training effectiveness and job satisfaction, motivation and commitment. The researchers analyzed that training directly or indirectly has a positive effect on productivity and training opportunities increased employee commitment.

Wahab S.; et al (2014) highlighted about employees' motivation and perception about the training and development programs in the health sector of Pakistan. It has been observed that apart from fulfilling job requirement which means that employees are only motivated to learn or to attend a training and development session thereby satisfying their lower level needs.

Lather A.; Garg S. and Vikas S. (2013) conducted the study to explore the perception of employees towards the training practices in travel agencies in India. The results obtained indicate that there is a significant difference among the employees working in different types of travel agencies on factors Training Environment, Training Benefits, Role of Training and Commitment to Training.

Murty T.N. and Fathima F. (2013) had aimed to study the perception and attitude of employees towards training and development in PSU. The result explains that there is a favorable climate in the organization that helps in their development. The employees also have a positive attitude toward nature of work, training and work environment.

Chahal A. (2013) conducted the study to analyze the status of various need analysis based training and development practices in Punjab National Bank and HDFC bank. The result shown that the Training in PNB & HDFC is average and there is scope for improvement. The perception of employees regarding the Training and Development somewhat differs significantly on the basis of gender and designation.

Srinu C. and Moutam K. (2012) conducted the study to find employees perception toward the training and development practices and performance of employees before and after training program. The study is confined to the employees at NTPC Ltd Ramagundam. It was found that 50-60% of employees are satisfied with the training programme and their performance and skills have been increased.

Sudhakar K.; Rao M. and Naik B. (2011) had focused to study and evaluate the perception of employees on their training program. The results shown that majority of participant perceive that

the training programme given to them meets the needs of the employees. Employees were satisfied with the range of training and development opportunities.

Ramakrishna G.; et al (2011) conducted the study to know about the training and development programs and their effectiveness in context to Canara Bank employees. The study revealed that the employees are satisfied with the training program and the trainer. The employees perceived that the training helped them to make the decision and improve their management skills.

Ameeq A. and Hanif F. (2013) had an objective to find out whether the training programs which are been used by the HR departments of the hotels of Lahore has a relation with the employee performance. Research findings are very clear that indicates that the actual performance of an employee is being affected by the training sessions. So, the correlation between the variables Training & Employee Performance is positive.

Monis H. (2013) had an objective to study and analyze the perceptions of the employees with regard to the career development practices of the Indian MNC BPO firms. The results of the study shows that the career development practices helped the employees to design their career path.

Monis H. and Sreedhara (2011) conducted a study to compare and analyze the perception of the employees with regards to the career development practices being adopted by the Indian and foreign MNC BPO firms. It was analyzed that there is no significant difference between the satisfactions of both the MNCs employees.

Research Methodology and Design

The study was descriptive in nature. The primary data is collected from respondents through questionnaire filled by the employees of RITES limited. The secondary data has been collected from the websites, books and journals of the organization. Sampling technique used in this research is probability sampling (simple random sampling technique).

Table 1: Demographic details of the respondents

S.No.	Variable	No. of respondents	Frequency%	Total
1.	Gender			
	Male	91	55	165 (100%)
	Female	74	45	
2.	Age			
	21-30	50	31	165 (100%)
	31-40	63	38	
	41-50	46	28	
	50 above	4	3	
3.	Experience			
	0-5	38	23	165 (100%)
	6-10	63	38	
	11-15	47	29	
	Above 15	15	10	

Objectives of the Study-

The objectives of the study are -

1. To study the training and development practices and their effectiveness in the organization on the basis of demographic variables.
2. To study the impact of training and development practices on employee Satisfaction and career development of employees.

Variables under Study

Training and Development practices, Employee's Perception, Effectiveness of Training, Job Satisfaction, Career Development

Hypotheses

Ho1. Training and development practices are not effective in organization.

Ho2. There is no significant difference in the perception of male and female employees towards the effectiveness of training and development practices.

Ho3. There is no significant impact of training and development on employee satisfaction.

Ho4. There is no significant impact of training and development on career development of employees.

Selection of Sample

For the present study employees of RITES Limited, Gurgaon was considered as population. A sample of 165 employees was considered and simple random sampling was used.

Tools and Techniques

For the present study one sample t-test, independent t-test and Regression has been used for the analysis with the help of SPSSv20.

Results and Discussion

Hypothesis 1 (Ho1)

H₀₁:- Training and development practices are not effective in organization.

Table 2. Effectiveness of Training and Development Practices

	N	Mean	Std. Deviation	T value	Sig. (2-tailed)
Total	165	104.97	9.206	146.469	.000

Inference

The effectiveness of the training has been measured with the help of one sample t-test. The mean of the overall sample is 104.98. The p value is less than 0.05. So, null hypothesis is rejected and alternate hypothesis which states that training and development practices are effective in organization as the organization has a strong training module for their employees is accepted. The research shows that Employees of the organization are satisfied with the training modules used by the organization. The use of new tools and techniques for the training purpose has been adopted by the organization, which helps employees in learning and creating new ideas for their work. The training provided by the organization helps the employees to improve their skills and knowledge. *Table 2 above shows that the null hypothesis is rejected and alternate hypothesis is accepted.*

Hypothesis 2 (H₀₂)

H₀₂: There is no significant difference in the perception of male and female employees towards the effectiveness of training and development practices.

Table 3. Comparison of male and female perception towards the effectiveness of training and development practices.

	Gender	N	Mean	Std. Deviation	T value	Sig.
Total	Male	91	104.92	9.606	.081	.935
	Female	74	105.04	8.755		

*Significant at .05 level

Inference

The independent t-test result shows that the p value is .935 that is higher than 0.05 (level of significance). The null hypothesis is accepted and alternate is rejected. The result indicates that there is no significant difference in the perception of male and female employees toward training and development practices. The result shows that there is no such difference in the mean of male and female i.e. there is no such large difference in the population of male and female employees in the organization. Table 3 above shows that the null hypothesis is accepted and alternate hypothesis is rejected.

Hypothesis 3 (Ho3)

H₀₃: - There is no significant impact of training and development on employee satisfaction.

Table 4. Impact of Training and Development on Employee Satisfaction

R	R Square	Adjusted R Square	Beta	t	Significance level
.446	.199	.194	.446	6.355**	.000

*Significance at .05 level

Inference

The above analysis interpreted that null hypothesis is rejected as the significance value is less than .000. The correlation table and r value in model summary is .446. So, it was inferred that there is significant impact of training and development on employee satisfaction. The value of R² depicts that there is 19.9% impact of training and development practices on employee satisfaction. Employee feels more responsible towards their work if the training provided by the organization fulfil their requirements. The effectiveness of training directly affects the job satisfaction level of the employees. Table 4 shows that the null hypothesis is rejected and alternate hypothesis is accepted.

Hypothesis 4(Ho4)

H₀₄:- There is no significant impact of training and development on career development of employees.

Table 5. Impact of Training and Development on Career Development

R	R Square	Adjusted R Square	Beta	t	Significance level
.321	.103	.098	.321	4.334**	.000

*Significance at .05 level

Inference

Result shows that the p value is .000 so, null hypothesis is rejected. Impact of training and development on career development of employees is 10.3% only as, the value of R^2 is .103. So, it was inferred that training and development practices of organization have an impact on the career development on employees. The value of R^2 depicts that there is moderate impact of training and development practices on career development as there are less practices adopted by organization for the career development of employees. Table 5 shows that the null hypothesis is rejected and alternate hypothesis is accepted.

The result of the research recommends that the organization should try to focus more on the development practices toward their employees so that satisfaction level towards the job and organization would increase. The identification of the training need is a an important aspect. Therefore before starting the training process proper analysis of the organization and task are required. The training needs of the employees should also take care of individual requirements of the employees apart from the departments. Than only job satisfaction of the employees can be increased. The trainers and the trainees can have effective interaction which will enhance the training and development program in future.

Conclusions

To conclude that the Training and Development Program conducted in RITES Limited was found to be effective. Employee perception towards the training and development practices is positive. Motivation and Job satisfaction are there in the organization and the same may be said that if RITES Limited enhance its Training and Development Program based on the above findings and recommendations it would help the employees to build their personality better to face the challenging business environments.

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